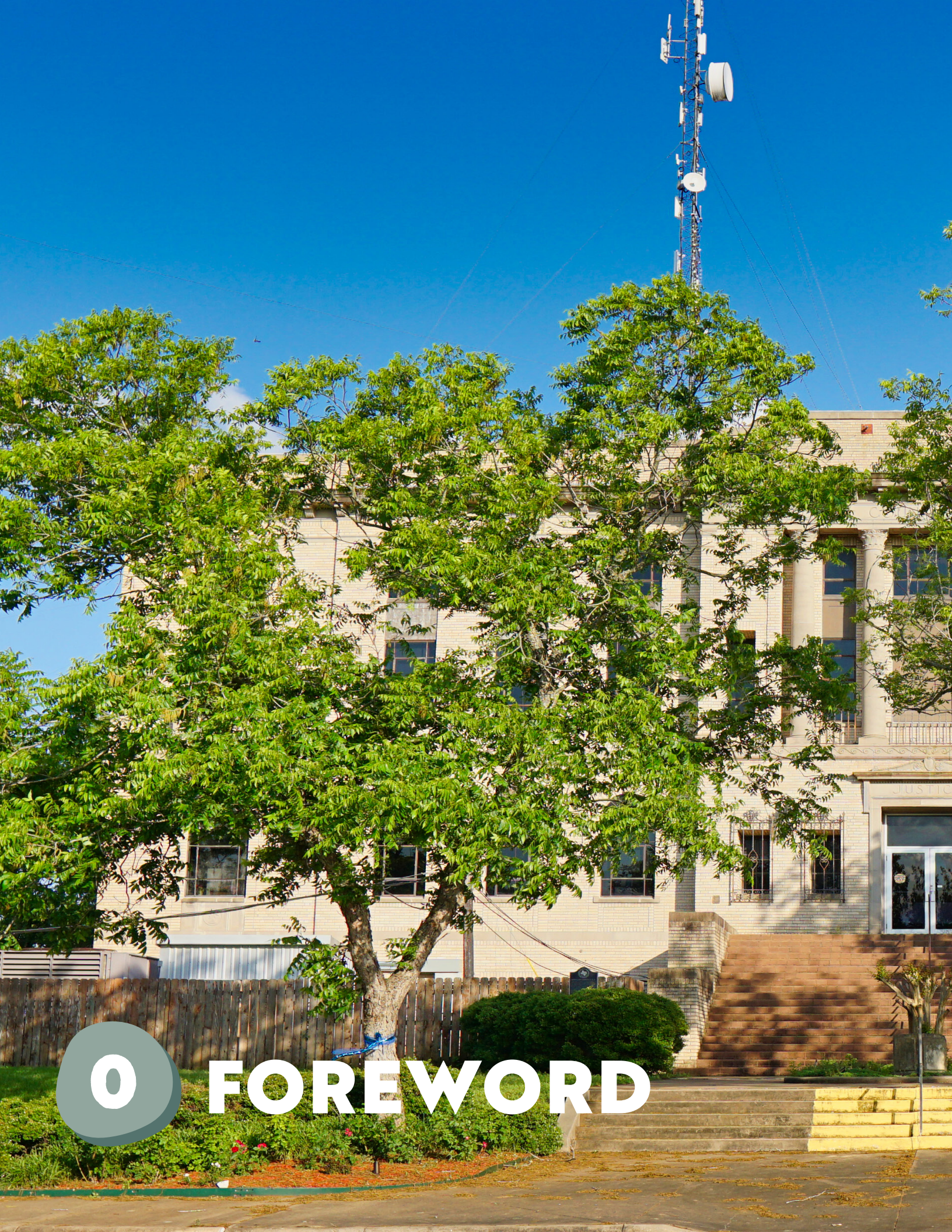


ENVISION
CALDWELL

2022-2042

COMPREHENSIVE PLAN



FOREWORD



FOREWORD

This plan represents the focus areas for the City of Caldwell for the next two decades and beyond. Developed through a unique planning process, the plan exhibits how the ideas and aspirations of the residents and community leaders are intricately woven into the document.

BACKGROUND OF TxTC

Founded in 1980, Texas Target Communities (TxTC) is an initiative between the Office of the Provost at and the College of Architecture at Texas A&M University. TxTC provides technical assistance to small, under-served communities across the state and focuses on holistic efforts to address land use planning, development management, and a host of challenges (i.e. civic, environmental, economic, etc.) encountered by communities today. Additionally, the thoughtful community engagement serves as a “real world” transformational learning experience for students at Texas A&M University.

THE IMPORTANCE OF PLANNING

Planning for the future is essential for responsible growth. The city should be a safe and pleasant place for people to reside in. We want to mold our cities into a place that provides economic opportunities and treats all its citizens fairly. The Caldwell Comprehensive Plan provides a vision of growth for the city and identifies strategies to accomplish them.

THE FISCAL AND PHILOSOPHICAL BASIS FOR PLANNING

There are many decisions to consider when designing a responsible plan to direct future growth. There must be a plan for fiscal sustainability as well as a plan for community involvement and, above all, a vision that is well articulated. The Comprehensive Plan for the City of Caldwell serves this purpose by:

- Encouraging fiscally sound decisions;
- Seeking input from residents;
- Providing consideration for the preservation of the character of the City of Caldwell and what decisions best fit its needs.

AGREEMENT BETWEEN CITY AND TxTC

In September 2020, the City of Caldwell joined forces with TxTC to assess the city's current conditions and create a Comprehensive Plan. The process included creating a focused Task Force to act as representatives of the community. The task force played an integral role in the planning process, communicating the thoughts, desires, and opinions of community members – as well as their enthusiasm about Caldwell's future. This comprehensive planning process ended in 2021. The result of this collaboration is the City of Caldwell Comprehensive Plan 2022-2042 which is the official policy guide for the community's growth over the next twenty years.

PLANNING PROCESS

The City of Caldwell Comprehensive Plan provides a guide for the future growth of the city. This document was developed and prepared by Texas Target Communities at Texas A&M University in partnership with Caldwell, and state and local organizations.

An important aspect of the planning process is public engagement between community members and staff, the taskforce, and TxTC. Once the relationship between the city and TxTC begins, it is fostered through public and taskforce meetings. During these meetings, the public has the opportunity to voice their concerns and express the things they wish to see in their community. The wants and needs of the public then become the backbone for the recommendations provided within the Comprehensive Plan.

Throughout the planning process, students from TAMU courses were assigned to create a range of design proposals for the city to consider when implementing the recommendations provided within the plan chapters. These designs will be included in the appropriate chapters. Additionally, these students were responsible for developing the SOC report, the content within the Comprehensive Plan, and Goals, Objectives, and Action Items, which were edited and compiled by members of the TxTC staff.

A full explanation of the Plan Process is described in Chapter 2 of this document.

HOW TO USE THIS COMPREHENSIVE PLAN

The Comprehensive Plan will be an important tool to guide public and private decisions about physical and economic development, considering zoning amendments or rezoning, land development, expanding and improving housing options, and municipal actions regarding streets, water, sewer, and public structures. Additionally, the plan provides guidance for monitoring hazard ordinances and public structures, streets, and land owned by the city.

In addition to these, the plan will outline potential partnerships with state and local organizations and programs, provide guidance for new businesses, and present methods for enhancing extracurricular activities for all ages.

Simply put, it may be used to:

- Communicate an overarching vision
- Establish guidelines for development by directing future growth
- Provide a platform to hear community voices
- Protect existing culture and character
- Improve the quality of life
- Reduce environmental damage and conserve resources
- Open new funding opportunities through grants
- Save money by encouraging fiscally sound decisions

THE STRUCTURE & DEVELOPMENT OF THE PLAN

The guiding principles for this planning process were Caldwell's vision statement and its corresponding goals, which were crafted with the help of the task force and TAMU students. The goals focus on factors of growth and development revolving around various sectors such as transportation, community facilities, economic development, parks, and housing and social vulnerability. The current conditions assessment is to understand, identify, and isolate the issues, strengths, and opportunities that could be communicated during the stakeholder consultations and community engagement processes. Ultimately, it helps establish a baseline for recommendations and future condition benchmarks.

Chapter 1 presents the background and a quick snapshot of Caldwell and its residents while Chapter 2 tells the story of the planning process and discusses the resident's vision for Caldwell's future. Chapters 3 through 8 of this document outline the goals, objectives, and policies for each of the identified sectors. The chapters also explore the issues and opportunities of various plan components that will serve as the building blocks for the strategies to be implemented. All the issues and anticipated threats are addressed with recommendations and proposed solutions, which are supported by maps and other analytical tools. Finally, Chapter 9 outlines the policies, timeline of actions, funding sources, and responsible parties.

HOW TO READ THIS PLAN

Caldwell's Comprehensive Plan Update is a guidebook for the city's future expansion and growth. To communicate the concepts and strategies effectively, this document offers a well formulated structure. The chapters start by introducing the current conditions, followed by public feedback collected during the planning process and recommendations. All chapters share some common characteristics– such as a range of special boxes; each identifiable by their unique style. The styles are discussed as follows:

Case Studies & Examples

The case study special boxes present cases that may aid the city in implementations through learnings gathered from other cities and towns across the United States. Case Studies are particularly helpful in assessing the potential barriers as well as the impacts of positive outcomes. Examples from similar communities and plans can also be found to inspire the city to incorporate similar designs or policies.

Jargon Definitions & Related Documents

These boxes explain technical jargon and apply them to the city's needs. Additionally, these boxes list if there exist any cross-references between the comprehensive plan and other planning documents.

Recommendations

Spatial planning has both regulatory and developmental functions. The recommendations identified within the chapters emerge from the current conditions and are the building blocks of the action items that are presented later.

PLAN IMPLEMENTATION

The Comprehensive Plan and its goals, objectives, and action items are a reflection of that vision. In order to fulfill that promise to the community, implementation must be a thoughtful, organized process. These strategies and policies are meant to align with the needs, opportunities, and existing initiatives.

At the end of each chapter is its implementation table, listing all the goals, objectives, and action items. Amongst other details, it also identifies the responsible agencies for each action item.

The recommendations are not just a list of ‘to-dos’, they are an outline for the process that requires various leaders and coordination within the community to achieve the goals and objectives to make the community the best it can be.

The Comprehensive Plan is meant to be a ‘living document’ that is visited regularly. The Implementation Table specifies recommended policy changes, goals, objectives and actions, along with an annotated timeline with responsible parties involved. It also identifies potential opportunities to finance implementation of actions or projects, outlining potential grant opportunities. Comprehensive Plans are living documents that need ongoing evaluation and monitoring to ensure the relevance and effectiveness for the city.

Plan Maintenance

Stakeholders and those responsible for certain action items should continue to ensure that their action items are being fulfilled in order to continue to be an asset to the community’s needs. The city can amend the Comprehensive Plan in order to respond to changes in conditions or needs of the community, to improve or clarify content, or to incorporate other documents or plans. To help evaluate Rockport’s progress, an agreed-up-on time frame is needed. The Implementation Table contains information regarding the suggested time frame for each of the Action Steps, separated into four categories:

1. Short-term: 0 – 5 years
2. Medium-term: 5 – 10 years
3. Long-term: 10 – 20 years
4. Continuous (“On-going”)

Action Type

Capital Project Program: The Capital Project Action Type means there will be a significant investment in order to achieve the action item. These are projects that help maintain or improve a city asset. Capital projects should be included in the capital improvement program (CIP) and should include infrastructure, drainage improvements, parks facilities, public buildings, etc.

Regulation or Standard: Regulations or standards refer to the local policies that can be adopted as a part of development regulations and other County and City standards.

Partnership or Collaboration: Action steps that require additional partners or coordination with

other agencies, organizations, or companies. Developing relationships with other partners within the community and surrounding communities will yield more connections and resilience.

Communication/Technology: Action steps that incorporate implementation of tools and approaches to enhance and increase efficiency in county wide communication.

More Targeted Planning: This Action Type refers to actions that are related to additional studies, plans, reports, etc. Typically these studies are needed for a more detailed analysis of conditions or more specific solutions.

Action Leaders

To achieve the goal of building a better Nolanville community, the following is a list of presumable action leaders corresponding to certain action items. This would help Nolanville authorities to maintain transparency and create consistency across all associated departments and organizations.

Entities are classified as follows:

Blinn College District	BCD
Brazos Valley Council of Governments	BV-COG
Brazos Valley Recycling	BVR
Brazos Valley Council of Governments	BVCOG
Brazos Transit District	BTD
Burleson County	BC
Burleson County Appraisal District	BCAD
Burleson County Chamber of Commerce	BC-CC
Burleson County Czech Heritage Museum	BC-CHM
Burleson County Economic Development Corporation	BC-EDC
Burleson County Emergency Management	BC-EM
Burleson County Historical Society	BC-HS
Burleson County Hospital District	BC-HD
Burleson County Sheriff's Office	CSO
Burlington Northern Santa Fe	BNSF
Caldwell ISD	CISD
City Administrator	CA
City Council	CC
City Secretary	CS
City Staff	STAFF
Civic & Visitor Center	CVC
Code Enforcement	CE
Corps of Engineers, U.S.	COE
Community and Development Services	CDS
Community Organizations	CO
Comprehensive Master Plan Task Force	CMPTF

Department Heads	DH
Developers / Home Builders	DHB
Emergency Management	EM
Environmental Protection Agency	EPA
Engineering Services	ES
Fair Housing Board	FHA
Federal Emergency Management Agency	FEMA
Finance Department	FI
Fire Department	FD
Fire Marshall	FM
Harrie P. Woodson Memorial Library	HPWL
Housing & Urban Development	HUD
Human Resources/Comptroller	HR/C
Marketing & Communications	M&C
Main Street Advisory Board	MSAB
Municipal Court	MC
Parks & Recreation	P&R
Permits & Inspections	P&I
Planning Commission	PC
Police Department	PD
Post Oak Savannah Groundwater Conservation District	POSGC
Property Owner	PO
Public Works	PW
Social Vulnerability Index	SVI
Texas A&M University	TAMU
Transportation Task Force	TTF
Texas Commission on Environmental Quality	TCEQ
Texas Department of Housing & Community Affairs	TDHCA
Texas Department of Transportation	TxDOT
Texas Historical Commission	THC
Texas Parks & Wildlife Department	TPWD
Texas State Affordable Housing Corporation	TSAHC
Texas Water Development Board	TWDB
United States Department of Agriculture	USDA
Utility Department	UD
Union Pacific Railway	UP
Workforce Solutions	WS

Funding Sources & Partnerships

Many funding sources, both internal and external, are available to help the city accomplish its goals. Internal resources refer to taxes and fees to support the action item. External resources are numerous, and may also include public-private partnerships with external partners such as developers. The Funding column in the Implementation Table table provides suggestions for funding sources or grants for each action item. Recommendations for funding sources and partnerships are located in Appendix I.

Special thanks to the Core Team and Task Force Members, for volunteering their time to work on this project:

City Administration

Mayor Norris L. McManus
Camden White, City Administrator
Thomas Trnka, Director of Public Works
Forrest Williams, Director of Administrative Services
Aden Herrera, Intern
Kaela Sharp, Intern

Task Force Members

Joni Cook	Amy Hinnant
Sarah Enrique	Kent Laza
Sallie Mae Fisher	Sandy Malone
Mark Goodman	Gregory Perry
Tony Zaccagnino	

Stakeholder Focus Groups

A note of thanks to the Citizens of Caldwell who participated in the Public Planning Workshops and those who attended the Task Force meetings.

Texas Target Communities Planning Team

Jaimie Masterson, Director	Carlo Chunga Pizarro, Intern
Jeewasmi Thapa, Sr. Program Coordinator	Edgar Millard, Intern
Madeline Patton, Program Assistant	Nancy Manoj, Intern
Jayasree Korukonda, Intern	Bhavyashree K Iyer, Intern
Flavia Lopez, Intern, Graphic Design	Lyssa Maki, Intern
Rafael Alvarado, Intern	Jarrold Butts, Intern

TAMU Faculty

Justin Golbabai, Communication in Planning (PLAN 661), Plan Implementation (PLAN 658)
Tara Goddard, Applied Planning I (PLAN 662)
Bill Eisele, Applied Transportation Studio (PLAN 678)
Russell Reid, Landscape Design II (LAND 212)

Texas A&M University Courses

The following courses, students, and faculty were involved in the plan development and engagement process:

Communication in Planning (Plan 661)

Students in this course worked with TxTC to help lead the community and stakeholder engagement processes and were assigned to a group to develop specific projects. These teams were the Community Stakeholder Project Management, Community Engagement Project Management, Graphics & Written Communications, and Data Analytics.

Rafael Alvarado	Steve Hayes	Jason Pho
Ashley Berd	Zhiheng Hu	Grant Spika
Madison Brossett	Bhavya Iyer	Shin Tu
Carlo Chunga Pizarro	Jayasree Korukonda	Yuzhu Wang
Tristen Fisher	Yerim Lee	Tianyu Zhang
Cooper Goodman	Nancy Manoj	
Harley Guanere	Raul Orozco	

Applied Planning I (PLAN 662)

Exploring development considerations and land use for cities within the county; may include suitability analysis, and land use developments and their implications.

Rafael Alvarado	Harley Guarnere	Raul Orosco Jr.
Ashley Berd	Bavyashree Iyer	Jason Pho
Madison Brossett	Sumedh Khair	Grant Spika
Crayton Brubaker	Jayasree Korukonda	Shin Tu
Carlo Chunga Pizarro	Yerim Lee	Yuzhu Wang
Tristen Fisher	Edgar Millard	Tianyu Zhang
Cooper Goodman	Nancy Manoj	

Applied Transportation Studio (PLAN 678)

Students in the Transportation Studio assessed data and information related to the city transportation network, which will include an assessment of existing assets, types of land use, existing bicycle networks, road classification, pedestrian infrastructure conditions, housing characteristics, economic considerations, and transportation behavior, as well as connections to parks, open space, and community facilities. Additionally, students developed goals with alternative design strategies (identifying bike paths, destinations, connections into the space, aesthetic quality, signage etc.) based on the goals and concepts.

Ashley Berd
Jayasree Korukonda
Nancy Manoj
Rafael Alvarado
Robert Clark

Plan Implementation (PLAN 658)

PLAN 658 class will explore some implementation strategies and policy tools that the City could use in the future for plan implementation. This work could be either incorporated into the comprehensive plan or act as a stand alone additional information.

Rafael Alvarado	Harley Guarnere	Raul Orosco Jr.
Ashley Berd	Bavyashree Iyer	Jason Pho
Madison Brossett	Sumedh Khair	Grant Spika
Crayton Brubaker	Jayasree Korukonda	Shin Tu
Carlo Chunga Pizarro	Yerim Lee	Yuzhu Wang
Tristen Fisher	Edgar Millard	Tianyu Zhang
Cooper Goodman	Nancy Manoj	

Landscape Design II (LAND 212)

The Landscape Architecture class visited the community to gather information and inspiration to create master plans or small area plans for Davidson Creek Park and the Caldwell downtown area.

Nacona Carter-Madux	Camryn Galvan	Kris Hunter
Kyra Chandler	Francisco Garcia	Clayton Langseth
Mikylah Cryer	Zachary Garza	Mathew Martinez
Clayton Daescher	Manuel Gomez	Jesus Mancha
Ronnie Eppinette	Mariana Gonzalez	Macy McGlamery
Joshua Foster	Alexandria Hernandez	Juan Villegas

MESSAGE FROM THE MAYOR

I am pleased to have been a part of the City of Caldwell's first ever comprehensive plan. It has been a much needed document to help outline the priorities and goals of our great community. Planning is now more than ever an important piece in the development of a city and helps us actively pursue alternatives and improvements in a fiscally responsible way. Caldwell has to be prepared for what is to come and ensure that the progress that we have accomplished does not become overhauled by the expected growth from the Bryan and College Station area. I know that going forward we will continue to grow and plan for the future with respect for the past through the use of this guidebook. We want to preserve our small town charm and encourage folks to make Caldwell their home, to raise a family and help our community thrive for future generations.

Mayor Norris L. McManus,
City of Caldwell



MESSAGE FROM CITY ADMINISTRATOR

The City of Caldwell is seeing a lot of interest in development and this plan could not have happened at a better time. Currently our staff is actively working to improve our current infrastructure to ensure that we have a solid foundation to accommodate future growth. Along with physical improvements, our staff is beginning to improve our efficiencies and processes to make the experience for our residents and visitors a high quality and memorable community to work, explore, live and lead. Caldwell is a community that supports one another and leans on one another through the good times and the bad times. Moving forward into the next 20 years we want to build our community through effective communication, active public participation, informed transparency and decision making to develop an inclusive community for all.

Camden White,
City Administrator,
City of Caldwell



LETTER FROM THE CITY

The City of Caldwell is a small rural community located in Burleson County about 25 miles west of Bryan, College Station. Caldwell while small in size has community members who have deep roots invested in the city's history, and a passion to help make the community thrive. With the proximity to the BCS area, Caldwell is destined for growth, as Texas A&M expands the RELLIS campus the amount of traffic and potential investment opportunities for Caldwell is inevitable. The City while filled with passionate people want to see the absolute best for the community, the community has experienced some growth over the past couple of years from the oil boom in Burleson County. With the growth coming to Caldwell there is a need for a plan to better prepare the City and residents for future development and redevelopment. Caldwell has many areas within and surrounding the city that are assets to the community and county. These elements must be preserved and highlighted as to not be forgotten in the hustle and bustle of the new development. The City has a dedicated staff, but with very limited resources and capabilities to conduct a comprehensive plan on our own or with a consulting firm. There are many things that we as a city need to update and prepare for future growth, we feel that the

Texas Target Community Program can provide us the opportunity to prepare our community. Due to the proximity to College Station, this partnership could provide more opportunities for students to be invested in the community and help the community members feel more comfortable with the process.

Caldwell takes great pride in its historic past and the community is deeply invested in the preservation of these elements. Caldwell was founded in 1840 when the Texas Congress annexed to Milam County all of Washington County north of Yegua Creek and west of the Brazos River. The proposed town was surveyed by George B. Erath and named after Matthew Caldwell, was laid out parallel to the Old San Antonio Road (OSR) and west of Davidson Creek. Until Burleson County was organized in 1846, Caldwell served as the county seat of Milam County. In 1880 the Gulf, Colorado and Santa Fe Railway built its main line through Caldwell and located the depot a half-mile from the courthouse square. Caldwell soon became an important shipping point for the county. Caldwell was incorporated in 1891 with a mayor-council form of government. Gins, a cottonseed oil mill, and wholesale groceries were added in 1900, and by 1905 six passenger trains arrived daily. In 1912 the Houston and Texas Central, now Southern Pacific Railway,



built a freight and passenger rail line from Hearne through Caldwell to Flatonia, where it joined a line to the west coast. The population of Caldwell remained static from 1940 to the 1970s at 2,165. When oil was discovered in the 1970s in Burleson County, Caldwell's population increased to 3,449 by 2000. The industry of Caldwell was driven by oil, agriculture, and livestock. Today Caldwell has reached a population of 4,330 which is hopefully going to increase after the 2020 Census count.

Caldwell is the Kolache Capital of Texas and has a rich history of Czech families who originally settled in the area. Designated as a Texas Main Street City in 2014, the Downtown district has many historic buildings and potential for a centralized economic market and brings in thousands of people for the annual Kolache Festival in September. Caldwell maintains the Harrie P. Woodson Memorial Library established in 1976 and is a member of the Texas Library System. The City owns and maintains a municipal airport dedicated in 1968, which has hangars for rent and a courtesy car provided by the city for visitors to use who fly into Caldwell. There are five parks, with

walking trails and ponds; baseball, softball and soccer fields; tennis and basketball courts; pavilions for rental and a splash pad. Caldwell has St. Joseph's CHI hospital, a senior center in downtown, and a civic center/visitor center to host events and meetings and a few museums.

The City of Caldwell has two highways that come through the city Highway 21 and Highway 36, both are central connector highways within the Texas Triangle. The City has made some progress in developing a new website, which will be more user-friendly and allow us to increase transparency and promote events and activities happening in the community. With the new website, we are also implementing a social media policy to set guidelines for posting and sharing events and information. The City can use these tools, in addition to traditional outreach approaches, as a way to gather people together for the task force and recruit a well representative team for our planning efforts. We are working on a list of potential task force team members who are from all over the city, county, and region which can provide insight from different areas, occupations, and views.

Forrest Williams,
Director of Administrative Services,
City of Caldwell



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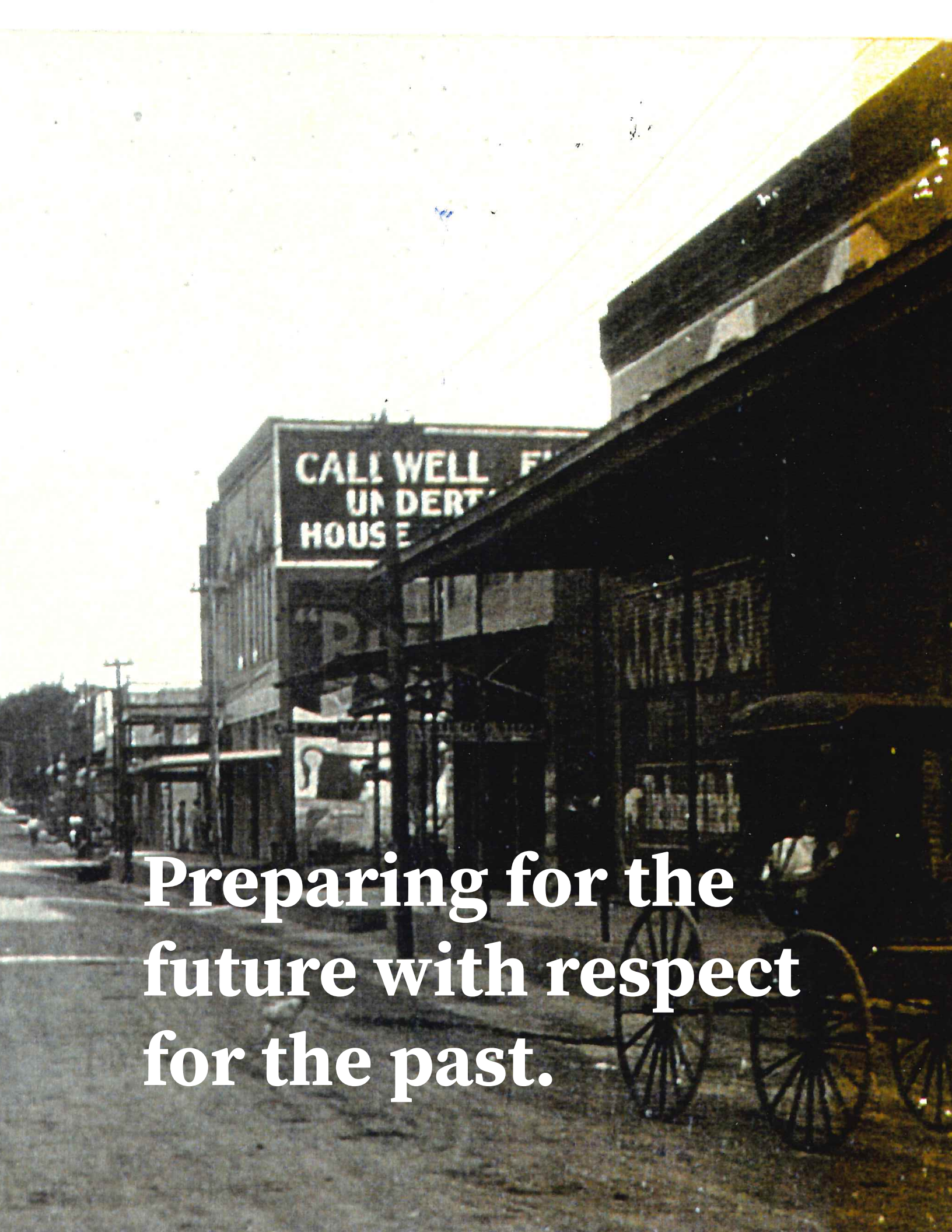
1 INTRODUCTION



Figure 1.1 Welcome to Caldwell billboard
Photo by David Watson

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**Preparing for the
future with respect
for the past.**

OVERVIEW

The City of Caldwell is the county seat and largest city in Burleson County, Texas, located within the Bryan–College Station Metropolitan Statistical Area (MSA) together with Brazos and Robertson Counties. It is in the south–central part of the “Texas Triangle” cultural and economic mega–region, generally defined as the space between San Antonio, Dallas–Fort Worth, and Houston, bounded by interstates 10, 35 and 45. Burleson County is a primarily rural county with an estimated population of 18,443 as of 2019, but it contains three incorporated communities, namely Caldwell, Snook, and Somerville. Caldwell sits at the intersection between Texas State Highways 21 and 36, approximately 30 miles from College Station and 80 miles from Austin.

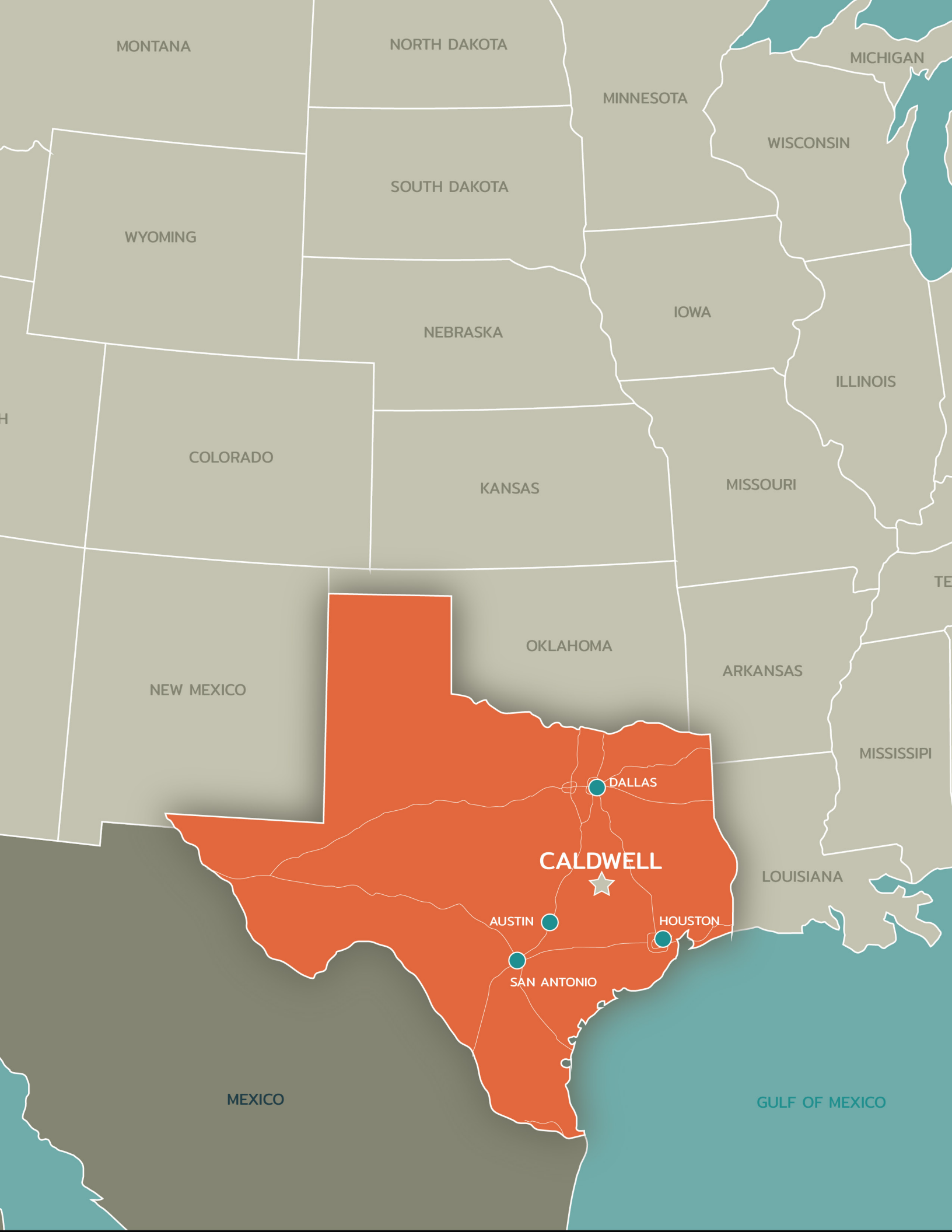
Burleson County is in the Post Oak Prairie ecoregion that represents the transition zone between the deeply wooded Piney Woods of East Texas and the drier, sparser grassland prairies of Central and North Texas. The entire county also exists within the “Lakes and Prairies” cultural and tourism region, which includes the Bryan–College Station, Waco, and Dallas–Fort Worth MSAs. The county lies in the Texas Brazos Trail Region, an 18–county area of Central Texas, as a part of the 10–region Heritage Trails Program of the Texas Historical Commission.

Caldwell is known throughout its local area for its Kolache Festival, celebrating local Czech heritage and is a member of the Texas Main Street program, dedicated to preserving the character of traditional main streets, coordinated with the Texas Historical Commission.

HISTORY

Before the 1830s, the area now known as Burleson County was the indigenous territory of the Tonkawas, nomadic hunter–gatherers who did not practice agriculture. Caddoan and Wichita were also frequently found in the area.¹ By the 1830s, Anglo settlement had begun in the area, enabled by the Mexican government’s Empresario program. The first settlement of Robertson’s Colony in present–day Burleson County was mainly situated between the Yegua Creek and Old San Antonio Road (OSR).

Plantation agriculture was firmly established by the late 1840s, especially in the eastern part of the county, but a small Freedmen’s community had existed since the 1830s.² Several Freedom Colonies are located in and around Caldwell, shown in Figure 1.2, including Yellow Prairie, at the current site of Chriesman, Teal’s Prairie on FM1326 near the Milam County line and the Brazos River, Fort Oldham on FM1326 south of SR 21, Tunis, along FM166 East of Caldwell, and Dabney Hill in Snook, associated with the prominent pastor and Civil Rights advocate Lucas Albert Anderson.³



MONTANA

NORTH DAKOTA

MINNESOTA

MICHIGAN

WISCONSIN

SOUTH DAKOTA

IOWA

ILLINOIS

WYOMING

NEBRASKA

COLORADO

KANSAS

MISSOURI

NEW MEXICO

OKLAHOMA

ARKANSAS

MISSISSIPPI

LOUISIANA

CALDWELL

DALLAS

AUSTIN

HOUSTON

SAN ANTONIO

MEXICO

GULF OF MEXICO

Many of the County's early Anglo settlers came from central and southern Europe with substantial numbers coming from Germany, Austria, and Czechoslovakia. The proportion of foreign-born Anglos grew significantly after 1880, with almost a quarter of the county's population being either foreign born themselves or having at least one foreign-born parent. Another wave of immigration, this time predominantly Mexican in origin, arrived in the interwar period and briefly afterwards. By the 1970 census, the immigrant population had dropped sharply to less than three percent, a proportion it would maintain until 2000. The immigrant population of Burleson County once

again crested 7% by 2010 and has remained near that figure through 2018, signaling a potential return to the county's rich history of large-scale immigration.

The City of Caldwell was originally designated the seat of Milam County for one year before being transferred to Burleson County in 1846. The City, named after Mathew Caldwell, was surveyed by George B. Erath and laid out parallel to OSR, west of Davidson Creek. By the mid-1800s, the population had grown to 300 and, because of its location along the OSR, became a stopping point for westward-bound travelers.⁵ Caldwell was a major regional hub of



Figure 1.3 Downtown Caldwell around the 1920's

Source: <https://downtowntx.org/caldwell-texas/11111-buck-st-caldwell-tx-77836-13>



Figure 1.4 Downtown Caldwell, 2021, corner of Buck St. and Echols St.

Photo by Bhavya Iyer

transportation and business by the 1850s, with many downtown stores, a Masonic Lodge, and a hotel of regional importance. Additional railroad investments in the 1880s further elevated its importance as a regional trade hub. The City of Bryan developed a competing rail industry in the 1870s, initially increasing profits and yields for Burleson County's agricultural sector, but later cutting into the Caldwell railroad's market share. By 1880, the Gulf, Colorado and Santa Fe Railway laid tracks of its main line through Caldwell with its depot located a half mile from the courthouse square.

In 1891, Caldwell incorporated as a mayor-council city form of government. Population and economic growth slowed greatly during the early 1920s. The Great Depression largely ended the tenant farming structure that dominated postwar Burleson County, and when agriculture

finally returned to its pre-Depression profits and yields in the mid-'50s, far fewer laborers were employed in a now-mechanized industry.⁶

The long history of Caldwell still stands in the number of historical museums, festivals, and buildings located in and around the city. Caldwell's Czech heritage can be seen today in the Kolache Festival, which was initiated as a means to preserve Czech language, music, and customs. Additionally, the Burleson County Czech Heritage Museum works to preserve that heritage with its display of quilts, clothing, and farming and kitchen equipment. Other artifacts, exhibits about Fort Tenoxtitlan, and family histories are held in the Burleson County Historical Museum, located in the county courthouse in Downtown Caldwell, and the Visitors Civic Center Museum.⁷

Freedom Colonies

Freedom colonies are documented in the county by the Freedom Colonies Project, a research and social justice initiative at Texas A&M University, founded by Dr. Andrea Roberts, that works to document placemaking history and preservation of Black settlements.

Texas Freedom Colonies, also known as Freedmen's Towns, are clusters of land-owning settlements founded by former slaves between the years of 1866 and 1920. While most settlements have lost population and owners have lost property rights through auctions and partition sales, a small number of Freedom Colony descendants retain and continue to live on the land.⁴ Because there are limited or no maps and current census records that outline these settlements, the Texas Freedom Colonies Project has created a database and atlas to support the efforts of community members in preserving this history.

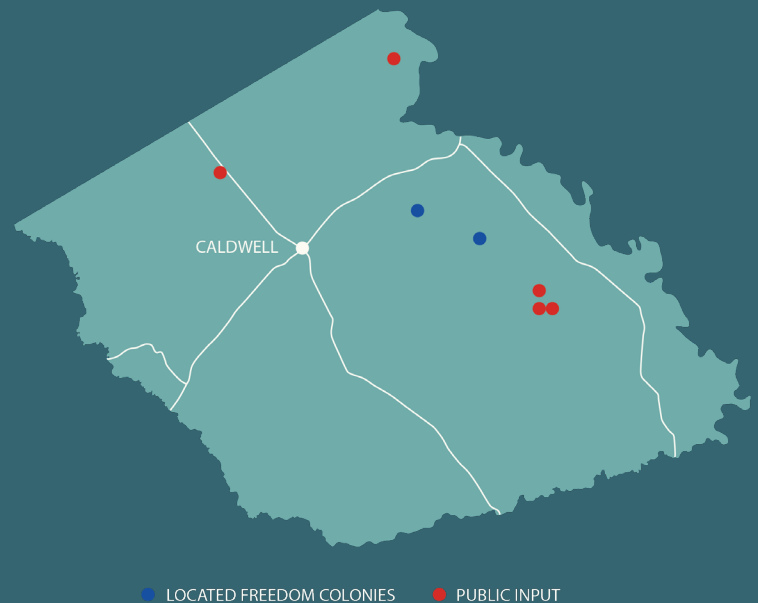


Figure 1.2 Texas Freedom Colonies located in Burleson County

Source: Texas Freedom Colonies Atlas;
<https://tamu.maps.arcgis.com/apps/MapSeries/index.html?appid=48f89e0f870c4400a990682a09cf919f>

POPULATION

The City of Caldwell has a population of 4,373, making up less than 25% of the county’s population of 18,443. The other two incorporated cities in the county have smaller populations in comparison to Caldwell with Somerville at 1,465 residents, and Snook at 541.⁸

Population Density

Burleson County’s population density of 27.1 persons per square mile is approximately 75% lower than the Texas average (106 persons/mi²). Figure 1.4 displays the population density of Burleson County, and population density for Texas, Burleson County, Caldwell, and surrounding communities is detailed in Table 1.1. Outside of Caldwell, which has a population density of 1,103.7/mi², the highest densities are found around Somerville in the southern part of the county. Population density is generally higher in the western part of the county, while

the wooded northern part and the open Brazos floodplain on the eastern edge are minimally populated. Apart from the three incorporated cities, Burleson County contains a number of unincorporated hamlets and villages.

Historic Population Growth

Burleson County’s population peaked at approximately 20,000 in the 1930 Census, as shown in Figure 1.6. The county’s population grew throughout the latter half of the 19th century, although with relatively slow growth during the 1870s, a period marked by recession. The county’s overall population declined in the early 20th century as a result of the Great Depression and industrialization. By 1970, the population was just over half of what it had been in 1930. Amid growth in the oil industry and the construction of Somerville Lake, the population began to recover during the 1970s and grew stronger until 2000. In the 21st century, population growth has been slower, but continues to increase.⁹



Figure 1.5 Population Density. Source: U.S. Census Bureau (2020)

Table 1.1 Population Density						
	Texas	Brazos County	Burleson County	Caldwell	Somerville	Snook
Population	28,995,881	229,211	18,443	4,373	1,465	541
Pop. Density	106/mi ²	333/mi ²	27.1/mi ²	1,103.7/mi ²	491.6/mi ²	269.2/mi ²
Source: US Census Bureau (2020)						

Figure 1.7 shows Caldwell's population growth over the past 150 years, and despite Burleson County's significant population decline in the mid-20th century, Caldwell has grown steadily, with the exception of a minor decrease in the 1940s. Throughout the 1950s and 1960s, Caldwell's population grew very slowly, at a rate of about 10 people per year. Since 1970, the city's growth rate has been much higher, with periods of high oil prices in the 1970s and 2000s correlated with faster growth.

Although Caldwell has been the largest city in the county throughout most of its history, the

growth of railroad workshops and a railroad tie plant, which at one point, was the largest in the United States, allowed Somerville to claim this title between the World Wars. Somerville's population has generally declined since 1930, from a peak of 2,287, to 1,376 in 2010, despite a brief flurry of growth in the 1970's.¹⁰ With an estimated population of 541 in 2019,¹¹ Snook has grown more slowly than Caldwell or Somerville since its founding by Czech settlers in the late 19th century. Located between the earlier settlement of Sebesta and the Dabney Hill freedom colony, Snook grew considerably in the mid-20th century (from 140 in 1950 to

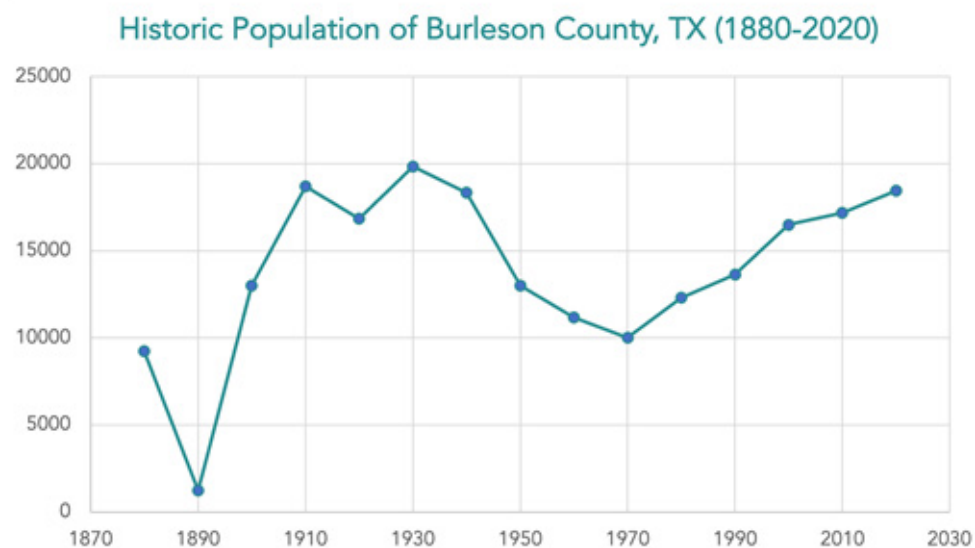


Figure 1.6 Historical Population of Burleson County.
Source: U.S. Census Bureau, 1850–2010 Decennial Censuses, 2019 Population Estimate

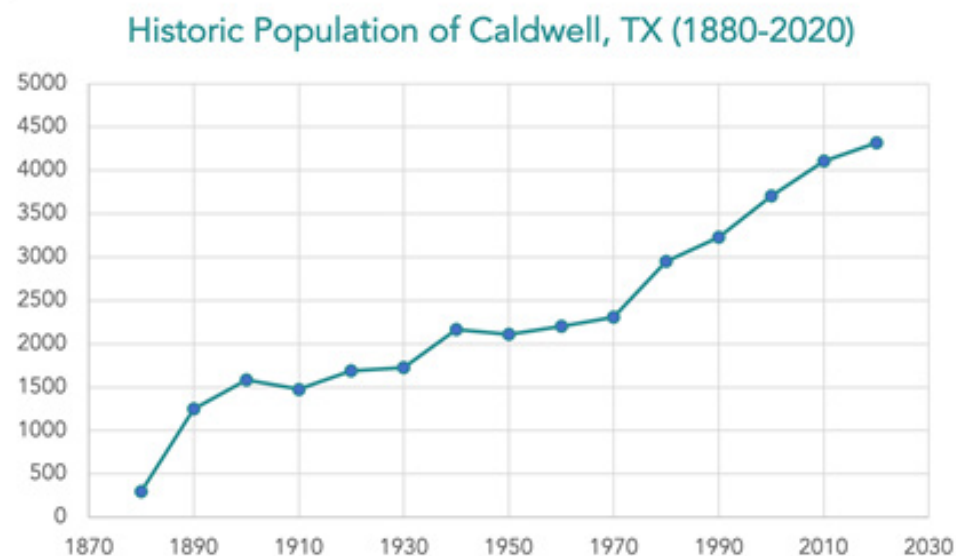


Figure 1.7 Historic Population of Caldwell.
Source: U.S. Census Bureau, 1880–2010 Decennial Censuses, 2019 Population Estimate

Table 1.2 Population Growth, 2000-2010

	2000	2010	Absolute Change	Percent Change
Texas	20,851,820	25,145,561	4,293,741	20.59%
Brazos County	152,930	195,663	42,733	27.84%
Bryan/College Station	170,058	134,407	35,651	26.52%
Burleson County	16,470	17,187	717	4.35%
Caldwell	3,449	4,104	655	18.99%
Somerville	1,704	1,376	-328	-19.25%
Snook	568	511	-57	-10.04%

Source: Decennial Census Table DP-1 (U.S. Census Bureau, 2000 and 2010)

Table 1.3 Population Growth, 2010-2019

	2010	2019	Absolute Change	Percent Change
Texas	25,145,561	28,995,881	3,850,320	15.31%
Brazos County	195,663	229,211	33,548	17.15%
Bryan/College Station	134,407	197,782	63,375	47.15%
Burleson County	17,187	18,443	1,256	7.31%
Caldwell	4,104	4,373	269	6.55%
Somerville	1,376	1,465	89	6.47%
Snook	511	541	30	5.87%

Source: Decennial Census Table DP-1 (U.S. Census Bureau, 2000 and 2010)

384 in 1970) and was incorporated in 1972.¹² However, the population declined by almost 20% between 2000 and 2010.¹³

Regionally, there has been an increase in population in the past 20 years. While there hasn't been a huge increase in population in Brazos County as a whole in the past decade, the Bryan/College Station area, Caldwell's neighbor just 30 miles away, saw a 26% population increase between 2000 and 2010 and almost 50% increase between 2010 and 2019. In the past 20 years, however, Brazos County and the BCS area have experienced more population growth than Texas, Burleson County, and Caldwell. Population growth and changes between 2000 to 2010 and 2010 to 2019 is shown in Tables 1.2 and 1.3, respectively.

Population Projections

Population estimates for Texas counties are available from two state agencies, the Texas Demographic Center (TDC) and the Texas Water Development Board (TWDB). The TDC uses a Cohort-Component model to project population estimates based on recent trends.¹⁴ The TWDB provides county population projections based on modified TDC figures and city or water service area (WSA) projections based on client data reported by local water utilities; the TWDB assumes that population will not decline and extrapolates from current trends using a linear model.¹⁵ For this report, both sets of numbers were used for Burleson County, while figures for Caldwell, Somerville, and Snook used TWDB figures. These data are displayed in Figures 1.8 through 1.10 as well as Table 1.4.

Although the population of Texas is expected to increase significantly according to both sets of projections, TDC projects substantially higher growth than TWDB. As state population growth is driven primarily by large metropolitan areas, statewide trends are not reflected in projections for Burleson County. While the TDC forecasts 6.3% county population growth between 2010 and 2050 (an absolute increase of 1,091), the TWDB projects a 26.5% increase (an increase of 4,548 persons). The TWDB likewise projects 29.4% growth in Caldwell, 47.7% in Somerville, and 98.2% in Snook. These projections should not be considered definitive, since population growth for cities will depend on additional factors such as annexation and may be highly dependent on employment opportunities.

In comparison to Burleson County, Brazos County has a much higher rate of population growth.

Apart from births and deaths, the population is also affected by migration patterns. Figure 1.10 shows the inbound and outbound migration patterns of Burleson County from 2005 to 2010. Inbound migration from other counties will cause Burleson County’s population to

increase, while outbound migration to other regions will cause the county’s population to decrease. In 2010, the last year for which data was available, there was slightly more inbound than outbound migration, primarily from Brazos County (Bryan/College Station), Harris County (the Houston area), and Bell County (the Temple-Killeen area). Primary destinations of outbound migration were Travis County (the Austin area) and Washington County (including Brenham).¹⁶ In all cases the net increase or decrease was relatively small, and counties which appeared as migration destinations in one year appeared as sources in other years. This may correspond to young people leaving the county for college and then returning to work.

Table 1.4 Population Projections by City (2010-2050)		
	Absolute Change	Percent Change
Caldwell	1,208	29.4%
Somerville	657	47.7%
Snook	502	98.2%
Source: TWDB (2019)		

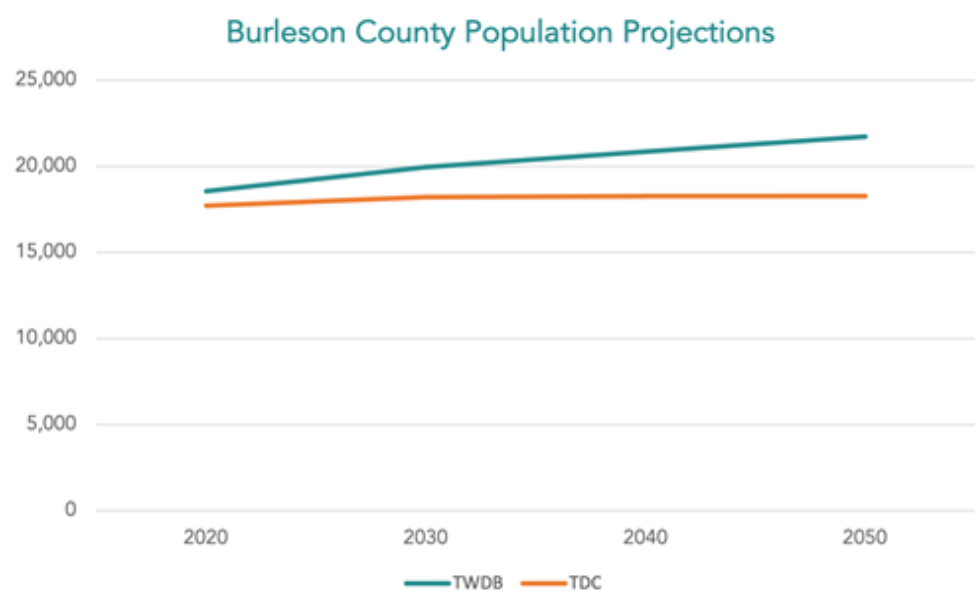


Figure 1.8 Burleson County Population Projections, 2010-2050.
Source: TDC (2018), TWDB (2019)

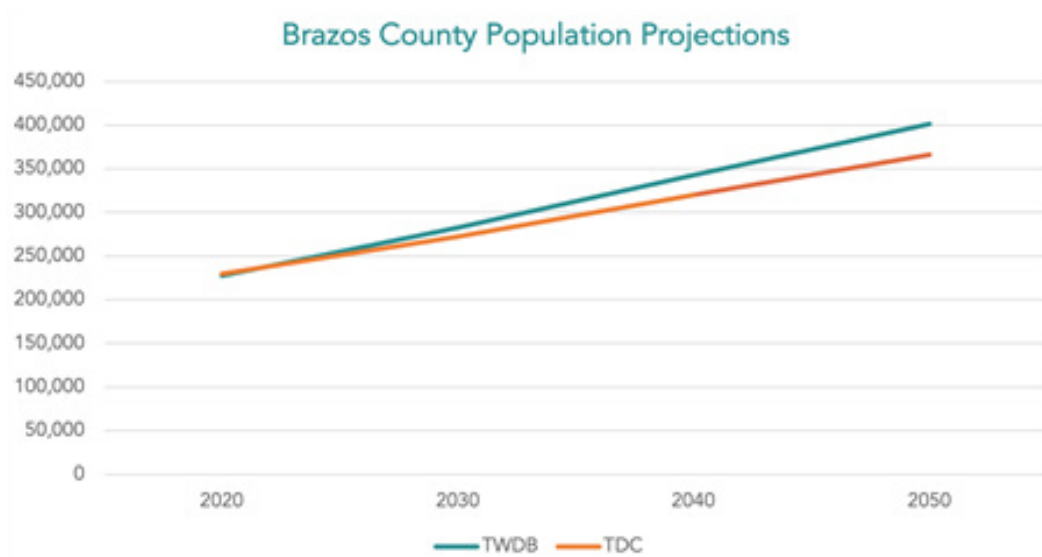


Figure 1.9 Brazos County Population Projections, 2010–2050.
Source: TDC (2018), TWDB (2019)

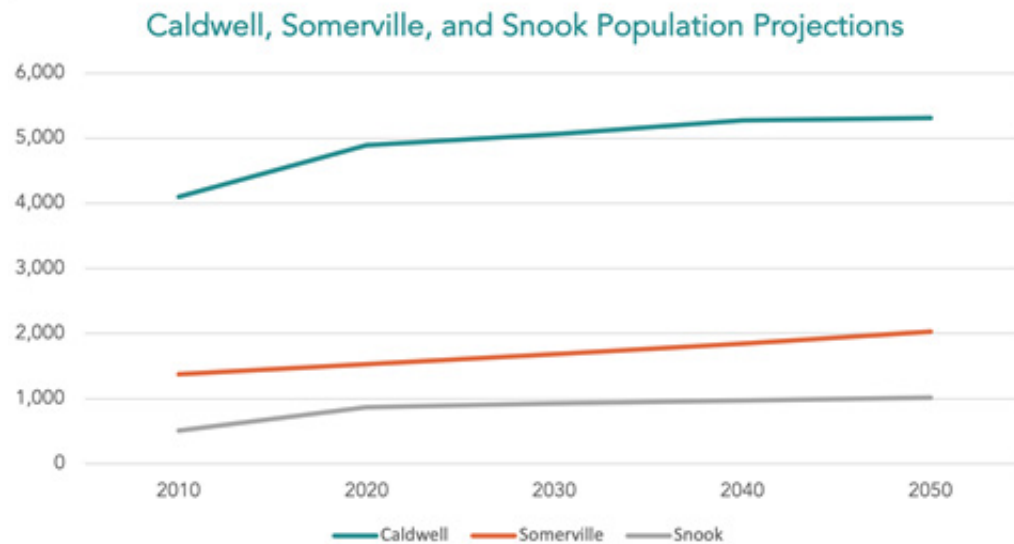


Figure 1.10 Caldwell, Somerville, and Snook Population Projections, 2010–2050.
Source: TWDB (2019)

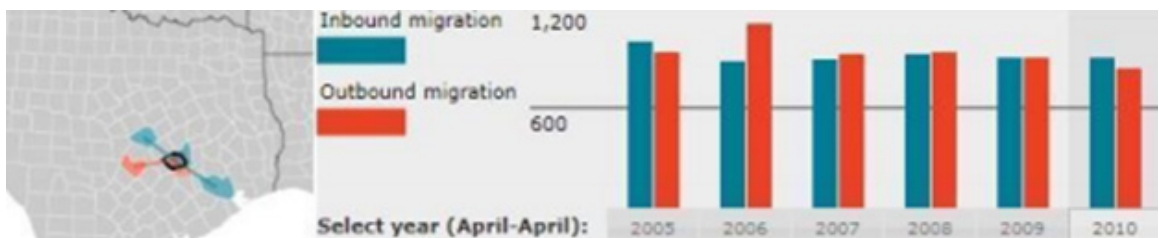


Figure 1.11 Inbound and Outbound Migration. Source: Bruner (2012)

DEMOGRAPHICS

Gender & Age Distribution

Residents of Caldwell and Burleson County are older than the Texas average, although it should be noted that Texas is a very young state by national standards. Burleson County's population pyramid shows a relatively high proportion of children and large cohorts of residents approaching retirement age. In line with national trends, the Baby Boomer generation (approximately corresponding to ages 55–72) is larger than the subsequent Generation X. The population under age 20, corresponding to Generation Z, is relatively large compared to the 20–35 Millennial generation,

which may reflect recent population growth. Burleson County's population pyramid, Figure 1.12, shows a fairly even distribution of males to females in all age groups. However, this is not the case for the City of Caldwell.

Caldwell's population pyramid, Figure 1.13, shows a significant imbalance between the numbers of young men and women. The male 15 to 19 population is the single largest cohort, making up roughly one seventh of the city's population. Above age 40, there are more women than men in all but one age bracket. While this may be expected in the oldest cohorts due to longer life expectancy among women, the reasons for the relative scarcity of men in prime earning-potential age brackets are unclear.

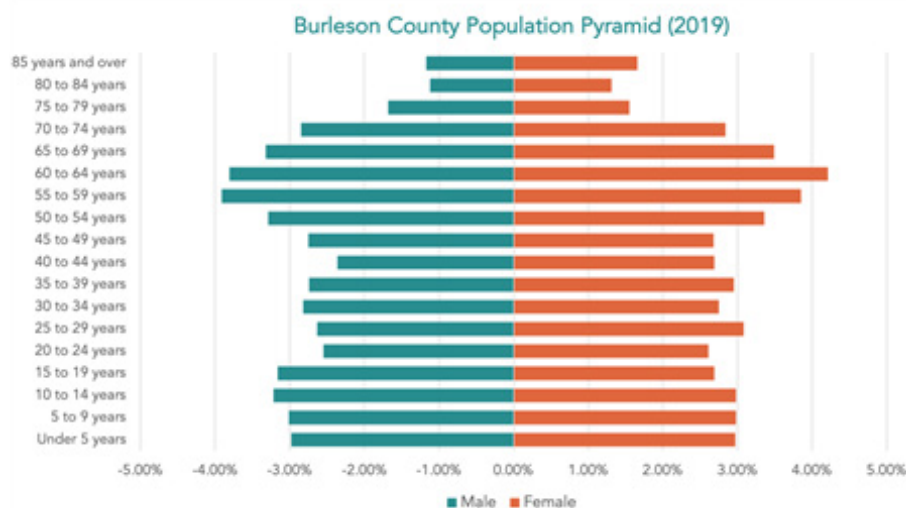


Figure 1.12 Population Pyramid for Burleson County, 2019.

Source: U. S. Census Bureau's Annual County Resident Population Estimates by Age, Sex, Race, and Hispanic Origin: April 1, 2010 to July 1, 2019

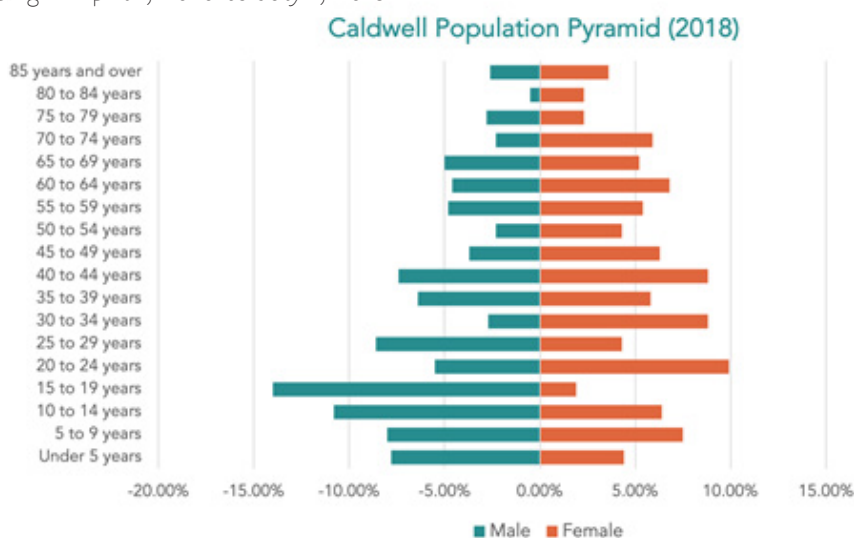


Figure 1.13 Population Pyramid for Caldwell, 2018.

Source: U.S. Census Bureau (2019)

Figures 1.14 and 1.15 show the TDC population projections by age group and gender. TDC forecasts show a reversal of current trends towards an aging population, although with a continued decrease in the 45- to 64-year-old, late-career working age population. The Burleson County population is expected to become younger long-term, with steady growth in under-18 and 18- to 24-year-old populations after 2030, and a marked decrease in the over 65 population. Given the large population of boys and young men, the county is expected to become majority-male long term (although by a relatively small margin).¹⁷

Burleson County has a gender distribution of 53.1% to 46.9% in favor of men, characteristic of areas dominated by the oil industry or other natural resource extraction. This sector generates high-paying jobs, but often with little permanence or stability, and can have complicating effects on other economic sectors with less ability to match prevailing wages.

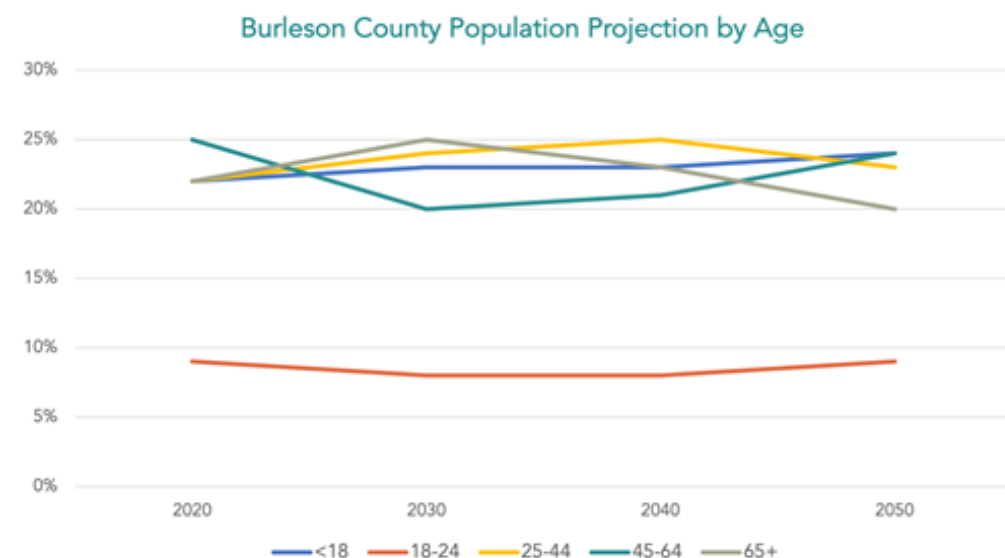


Figure 1.14 Burleson County Population Projection by Age, 2010–2050.
Source: TDC (2019)

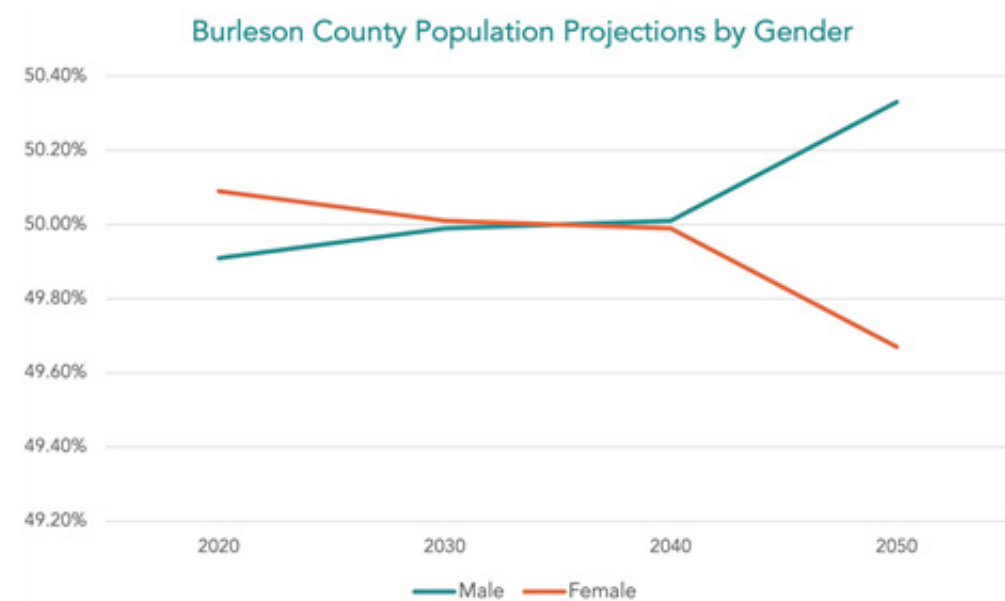


Figure 1.15 Burleson County Population Projection by Gender, 2010–2050.
Source: TDC (2019)

Race/Ethnic Distribution

Burleson County has much larger non-Hispanic White and smaller Hispanic populations than Texas overall. The Asian population is dramatically smaller than the state average, while the Black and other non-Hispanic populations make up similar proportions at the state and county levels.

Tables 1.5 to 1.7 summarize the 2010 and 2018¹⁸ racial/ethnic demographic changes in Burleson County. Tables 1.8 to 1.10¹⁹ address changes in Caldwell. Due to concerns about data validity at smaller sample sizes, racial and ethnic shifts in Somerville and Snook were not analyzed.

Between 2010 and 2018, the White Hispanic and Black or African American populations appear to have grown more than other races. There seems to be a significant increase in the American Indian population, although this could be a result of cultural changes that encourage asserting Native identity rather than evidence of actual migration.

Trends for Caldwell show significant increases in the non-Hispanic White and Black or African American populations, as well as a large increase in the population reporting two or more races. Along with the decrease in White Hispanic and “some other race” populations, apparent shifts may be due to changes in self-reporting rather than actual migration. Younger generations at the bottom of the county’s population pyramid have smaller proportions of non-Hispanic Whites, suggesting that the county will become more diverse over time (in line with state- and nationwide trends.) Towards 2050, Hispanic residents will make up a steadily increasing proportion of the population, while non-Hispanic Whites will remain the largest group.

Although TDC projections were not available at the city level, it appears that the rural population may remain an overwhelmingly non-Hispanic White population, while other racial/ethnic groups increasingly cluster in Caldwell and Somerville.²⁰

Table 1.5 Burleson County Race & Ethnic Distribution (2010)						
	Not Hispanic or Latino:	%	Hispanic or Latino:	%	Total	%
White alone	11,689	68.53%	1,874	10.99%	13,563	79.51%
Black or African American alone	2,079	12.19%	-	0.00%	2,079	12.19%
American Indian & Alaska Native alone	-	0.00%	10	0.06%	10	0.06%
Asian alone	91	0.53%	-	0.00%	91	0.53%
Native Hawaiian & Other Pacific Islander alone	11	0.06%	-	0.00%	11	0.06%
Some other race alone	-	0.00%	1,037	6.08%	1,037	6.08%
Two or more races	211	1.24%	56	0.33%	267	1.57%

Table 1.6 Burleson County Race & Ethnic Distribution (2018)						
	Not Hispanic or Latino:	2018	Hispanic or Latino:	2018	Total	2018
White alone	11,617	68.01%	2,681	70%	14,299	83.71%
Black or African American alone	2,240	13.11%	19	0.11%	2,259	13.23%
American Indian & Alaska Native alone	52	0.30%	7	0.04%	59	0.35%
Asian alone	40	0.23%	0	0.00%	40	0.23%
Native Hawaiian & Other Pacific Islander alone	0	0.00%	0	0.00%	-	0.00%
Some other race alone	8	0.05%	8	0.05%	16	0.09%
Two or more races	249	1.46%	160	0.94%	409	2.39%

Table 1.7 Change in Population by Race/Ethnicity in Burleson County (2010-2018)						
	Not Hispanic or Latino:		Hispanic or Latino:		Total	
	Absolute Change	% Change	Absolute Change	% Change	Absolute Change	% Change
White alone	-72	-0.6%	807	43.1%	736	5.4%
Black or African American alone	161	7.7%	19	1900%	180	8.7%
American Indian & Alaska Native alone	52	0	-3	-30.0%	49	490.0%
Asian alone	-51	-56.0%	0	0	-51	-56.0%
Native Hawaiian & Other Pacific Islander alone	-11	-100.0%	0	0	-11	-100.0%
Some other race alone	8	0	-1,029	-99.2%	-1,021	-98.5%
Two or more races	38	18.0%	104	185.7%	142	53.2%

Table 1.8 Caldwell Race & Ethnic Distribution (2010)

	Not Hispanic or Latino:	%	Hispanic or Latino:	2018	Total	2018
White alone	2,427	59.91%	873	21.55%	3,300	81.46%
Black or African American alone	347	8.57%	-	0.00%	347	8.57%
American Indian & Alaska Native alone	-	0.00%	-	0.00%	-	0.00%
Asian alone	72	1.78%	-	0.00%	72	1.78%
Native Hawaiian & Other Pacific Islander alone	-	0.00%	-	0.00%	-	0.00%
Some other race alone	-	0.00%	263	6.49%	263	6.49%
Two or more races	13	0.32%	56	1.38%	69	1.70%

Table 1.9 Caldwell Race & Ethnic Distribution (2018)

	Not Hispanic or Latino:	%	Hispanic or Latino:	2018	Total	2018
White alone	2,631	57.36%	684	14.91%	3,316	72.28%
Black or African American alone	864	18.84%	10	0.22%	874	19.06%
American Indian & Alaska Native alone	11	0.24%	7	0.15%	18	0.39%
Asian alone	0	0.00%	0	0.00%	-	0.00%
Native Hawaiian & Other Pacific Islander alone	0	0.00%	0	0.00%	-	0.00%
Some other race alone	8	0.17%	226	4.93%	234	5.10%
Two or more races	42	0.92%	104	2.27%	146	3.18%

Table 1.10 Change in Population by Race/Ethnicity in Caldwell (2010-2018)

	Not Hispanic or Latino:		Hispanic or Latino:		Total	
	Absolute Change	% Change	Absolute Change	% Change	Absolute Change	% Change
White alone	204	8.4%	-189	-21.6%	16	0.5%
American Indian & Alaska Native alone	11	5.0%	7	0	18	0
Asian alone	-72	-100.0%	0	0.0%	-72	-100.0%
Native Hawaiian & Other Pacific Islander alone	0	0.0%	0	0.0%	-72	-27.4%
Some other race alone	8	0	-37	-14.1%	234	-27.4%
Two or more races	29	223.1%	48	85.7%	146	211.6%
Two or more races	38	18.0%	104	185.7%	142	53.2%

POVERTY

The poverty rate is calculated based on self-reported income from various sources and determined based on living costs per person in a family or household, without regard to local cost of living.²¹ Poverty rates in Burleson County and Caldwell are shown in Table 1.11. If total household income is below 100% of the poverty line, all members of the household are counted as living in poverty. In Texas, an estimated 15.5% of the population lived below the poverty line as of 2018, compared to 12.6% of residents of Burleson County and 16.6% of Caldwell residents. Overall, Burleson County seems to have less poverty than the state as a whole, with 79.2% of the county population having income exceeding 150% of the poverty level.²²

Between 2014 and 2017, the poverty rate in Burleson County and Caldwell appears to have risen and then fallen. The poverty rate in Caldwell exceeded the Texas average in 2014 before converging with the state average in 2018. It is not clear what would cause this rising-and-falling trend, although the drop in oil prices after 2014 may have hurt the local economy.

SOCIAL VULNERABILITY

According to the Centers for Disease Control (CDC) and Prevention and the Agency for Toxic Substances and Disease Registry (ATSDR), social vulnerability “refers to the potential negative effects on communities caused by external stresses on human health.”²³ These stresses can be natural or human-caused or disease outbreaks. The CDC/ATSDR Social Vulnerability Index (SVI) ranks tracts based on 15 social factors that include, poverty, lack of vehicle access, and crowded housing. This index places these factors into four themes:

- Socioeconomics
- Household composition/disability
- Minority status/language
- Housing/transportation

The CDC has created a SVI map, which ranks Caldwell in the highest vulnerability for overall SVI and in terms of socioeconomic status and housing/transportation.

The USDA food desert map does not identify any tracts of Burleson County as Food Deserts by their methodology. Food stores in the city include one Brookshire Brothers, one Walmart, two dollar stores, and several convenience stores. Most Caldwell residents are within a half hour walk of the Walmart and Brookshire

Table 1.11 Comparison of Poverty Status in Texas, Burleson County, and Caldwell, 2018

POVERTY RATES (2018)	Texas	Burleson County	Caldwell
< 100% of poverty level	15.5%	12.6%	16.6%
100% - 149% of poverty level	10.1%	8.2%	8.0%

Source: ACS Table S0601 (US Census Bureau, 2018)

Brothers if they do not own a car, but there are several areas of town, notably near the CHI St. Joseph's Hospital, that are about a 45 minute walk from these locations and may constitute a barrier to access. Those with access to bicycles can reach these supermarkets within ten minutes ride from anywhere in town, but the city's Bike Score is 35/100 - "minimal bike infrastructure", which could represent a real or perceived lack of safety that may deter ridership and minimal walking and biking paths. Caldwell and rural southeast Burleson County exhibit warning signs of potential issues of access to food in the future, with concentrations of low income residents and households with limited access to vehicles.

EDUCATION

Educational Attainment

Burleson County has 82.5% of adults over 25 at least a high school degree, and 17.3% with a bachelor's degree or higher, meaning that it is more likely to meet a someone who did not complete high school Burleson County than a college graduate, which could significantly limit the social capital available to local young adults. However, with a significant portion of the county's rural population working in agriculture, typically on family farms, the low educational attainment rates may not be as limiting of social mobility as they would be in the more urbanized central tract of Caldwell.

Compared to the county average, it appears that Somerville has lower educational attainment and Snook has higher attainment.²⁴ This may be

related to the presence of the tie/creosote plant in Somerville, which provides industrial jobs that do not require post secondary education, and Snook's proximity to College Station and Texas A&M University.

Brazos County, when compared to Burleson County, has similar rates of residents with at least a high school diploma, but has significantly higher rates of residents with a Bachelor's degree or higher. Zooming in further, 94% of residents 25 years of age or older in College Station have at least a high school diploma and over half of College Station's residents have at least a Bachelor's degree. This could be due to the location of Texas A&M University and former students seeking employment within the city after graduation or returning to the area later in life.

Among Burleson County workers for which it was possible to determine educational attainment, 12.7%, or approximately 1 in 8, had not finished high school or its equivalent. This figure rose to 13.9% in Caldwell and 14% in Somerville, comparable to the Texas average of 13.9%. The figure was somewhat lower in Snook, at 10.3%.²⁵ According to the US Census, displayed in Figure 1.16 most Caldwell residents have at least a high school diploma, followed by attending some college. The local high school dropout rate in both geographic levels is higher than the state average of 16.9%. All degree levels of educational attainment are lower in both Burleson County and Caldwell than in the state of Texas, which could constitute a major barrier to accessing any existing or future quality employment in the region.

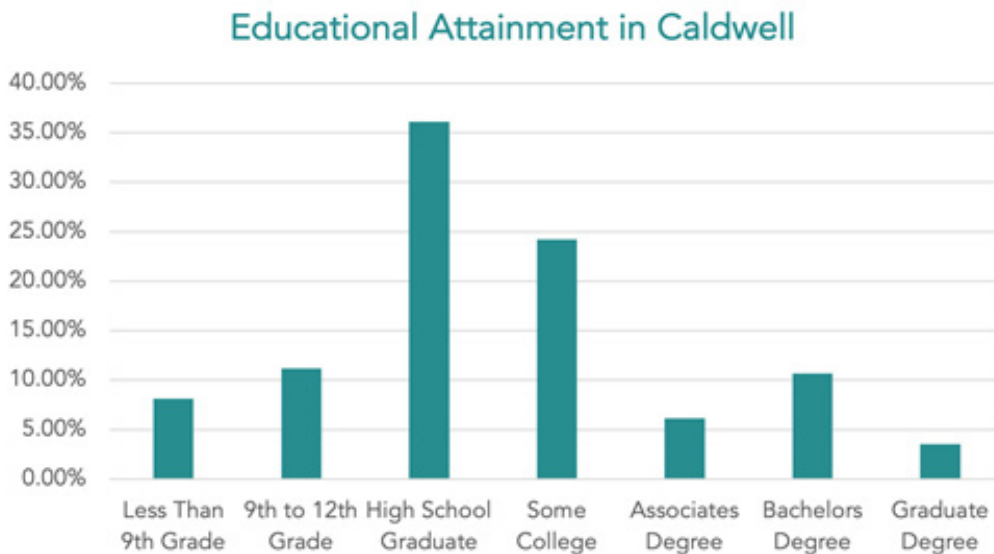


Figure 1.16 Caldwell Educational Attainment, 2019
Source: US Census 2019 ACS 5-Year Survey (Table S1501)

The most updated American Community Survey data from 2019 shows that 90.59% of residents in Caldwell aged 3 and up were enrolled in public schools with 9.41% enrolled in private schools.²⁶ The majority of residents in this age group are enrolled in kindergarten through 8th grade with 50.35%, followed by 9th through 12th grade with 27.3%, and only 4.23% in pre-school. There is a small percentage, 8.98%, of this population enrolled in college.

Languages Spoken

A relatively small proportion of Burleson County households had limited English proficiency (an estimated 1.4%, compared to 7.9% of Texas households). Caldwell had a somewhat higher proportion of households with limited English (an estimated 2.8%), while Somerville had the highest percentage at 8.1% of households. Data from Snook was not used due to low sample size and, consequently, high margins of error. Spanish appears to be the predominant language of households with limited English proficiency.²⁷ Figure 1.17 displays US Census data on what languages are spoken in Caldwell, which, as previously stated, include the majority (80.1%) of households speaking only English, followed by Spanish with 18.2%, and other Indo-European languages with 1.7%.

Languages Spoken in Caldwell

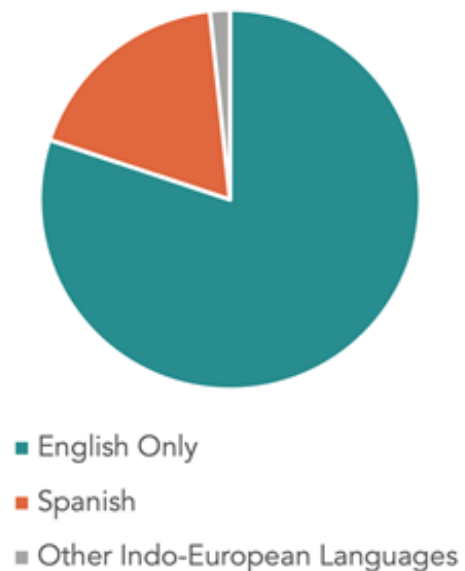


Figure 1.17 Languages Spoken in Caldwell
Source: US Census 2019 ACS 5-Year Survey (Table S1601)

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19. Note: 2018 Data is reported from the American Community Survey and is a sample of the larger population. These numbers are subject to error and should be understood as existing within a range of possible "true" values. Data on race and ethnicity in both the Census and American Community Survey are self-reported data, and are subject to changes in social attitudes. The large change in self-reported ethnicity and race among Latinos is primarily attributable to a change in cultural attitudes toward self-defined groups, rather than large-scale demographic shift.¹⁸
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Photo Courtesy of the City of Caldwell



2 PLAN PROCESS



1. UNDERSTANDING CALDWELL2-3

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Figure 2.1 Community members at the April 2021 Public Meeting watching the student presentation video
Photo by Madeline Patton

11

TASK FORCE MEMBERS

13

TASK FORCE MEETINGS

30

CORE TEAM MEETINGS

Participatory planning is the foundation of the Comprehensive Plan for the City of Caldwell. Because the plan impacts every member of the community, it was essential for the City to actively involve the whole community at every stage. Active participation ensures that residents are not only informed and understand the plan, but also influence actions that will shape the future of the community.

Authentic public participation allows the community to identify and express needs and desires in an open constructive format. Throughout the planning process, stakeholders worked to create a community vision, define goals, and develop principles and action steps. The purpose of this chapter is to thoroughly explain the participatory planning process,

which utilizes the seven-phased inclusive plan-making process (Masterson et al. 2014) as shown in Figure 2.2.

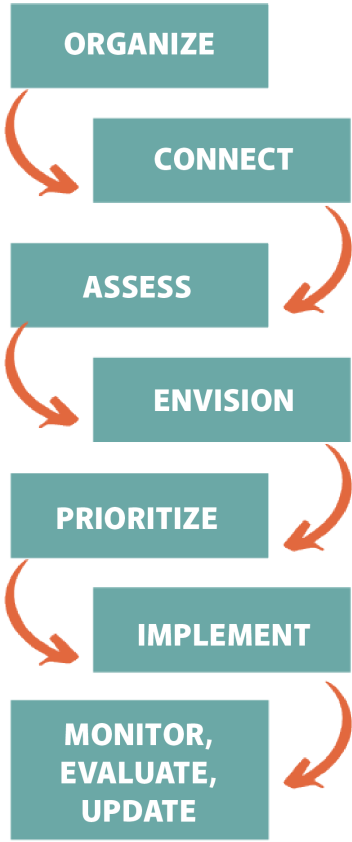


Figure 2.2

Understanding Caldwell

As a first step, the TAMU planning students collected data to develop a State of Community (SOC) report, which includes data from a wide variety of sources to identify current conditions, trends, and patterns. It includes an assessment of population characteristics, economic conditions, land use, transportation, housing conditions, community facilities, and environmental conditions.

Assembling the Task Force

TxTC and the City conducted an application process to assemble a task force of residents, business owners, and key stakeholders. The members of the task force represent the community at large as well as the various communities within the city (whether by neighborhood, interest, age, race, culture, etc.). Additionally, the task force acts as a conduit to communicate the progress of the Comprehensive Plan to the community and the hopes and desires of the community to the planning team.

The committee members committed to attend regularly scheduled meetings where they would discuss the past; create a vision for the future; prioritize strategies; and identify needed steps for implementation. The meeting activities were participatory and inclusive, giving everyone the chance to collaborate and express their own opinions about Caldwell. The goals of the task force included:

- To establish and affirm a community-wide vision for the future of the city,
- To identify community assets, strengths, and opportunities for expansion or growth
- To determine goals and priorities for the topics within the comprehensive plan: Growth and development, economic development, community facilities and infrastructure, transportation, parks and recreation, and housing.

140

STAKE HOLDERS
CONTACTED

30

STAKEHOLDERS
PARTICIPATED IN FOCUS
GROUP MEETINGS

263

SURVEYS FILLED OUT

602

COMMENTS ON SOCIAL
PINPOINT

45

ATTENDEES AT PUBLIC
MEETING

It is important that every member of the task force is on the same page and understands the responsibility of being a part of this team. Membership in the task force is explained in this way: “In an effective decision-making process, a number of people are involved:

- Those responsible for planning,
- Those responsible for implementing the decisions,
- Those affected directly by the decision, and
- Those affected indirectly or who can influence whether or how the solution is implemented.”
- (Schwarz, p. 23)

Task Force Ground Rules:

1. Explore alternative viewpoints
2. Share all relevant information
3. Use specific examples and agree on what important words mean
4. Combine advocacy and inquiry – express your point of view, share your reasoning and intent and invite others to inquire into your comments
5. Jointly agree on next steps and ways to test disagreements
6. Discuss undiscussable issues—Undiscussable issues are those that are relevant to the group’s task but that group members believe they cannot discuss openly in the group without some negative consequences

Virtual Engagement

Due to the need for an adjusted engagement approach because of COVID-19 and social distancing requirements, the use of technology was maximized, providing more opportunities for community members to be a part of the planning process.

TxTC, the City, and task force utilized Basecamp for usual communication, but additional methods for engaging with the community as a whole were needed. The planning team and TxTC brainstormed some best practices for continued engagement with Caldwell residents, taskforce members, and officials.

In addition to virtual task force and focus group meetings, TxTC created a Social Pinpoint website for engagement with the City of Caldwell in the process of gathering feedback about the needs and desires of the community.

Social Pinpoint is an online engagement tool that allows community members to identify problem spots, potential development opportunities, and areas in their community that they love all on one map. The site also provides spaces for community members to leave comments and discuss opportunities and strengths, take surveys, and send messages to our team.

Table 2.1 Meeting Schedule

Date	Meeting Objective	Activities
September 10, 2020	Introduce the planning process, clarify roles and responsibilities and set expectations, and discuss the values of the task force members.	Task force members introduced themselves, their background and connection to the community, and what they value about Caldwell.
September 23, 2020	Brainstorm community networks and organizations and identify additional representation on taskforce and stakeholders for different focus group interviews. TxTC staff introduced the virtual engagement tool, Social Pinpoint.	Task force members were split up into breakout rooms to discuss their networks and community connections, documenting them on the online platform Miro.
October 21, 2020	State of Community Report	Present and discuss the State of Community Report and update the task force on engagement and outreach efforts.
December 1, 2020	Stakeholder & Public Engagement	TAMU students presented findings from the Stakeholder and Public Engagement process to the City Council and members of the task force
January 13, 2021	Task Force Meeting - Visioning	Discussion and development of the Comprehensive Plan Vision Statement
February 2, 2021	Task Force Meeting - Transportation	Presentation and discussion of the transportation network; identify issues and opportunities in the transportation network – vehicular, pedestrian, bicycle and transit
March 9, 2021	Task Force Meeting - Transportation & Scenario Planning	Presentation and discussion of transportation needs and priorities; exploration of development alternatives
March 9, 2021	Task Force Meeting - Midpoint Check-in	City Council and Comprehensive Plan Task Force met to see a presentation on the proposed land-use map and the relation to the development code updates.
April 6, 2021	Caldwell City Council Meeting - Transportation Scenarios	Presentation and discussion of plan process update, transportation scenarios, and development ideas
April 27, 2021	Public Meeting	Community members watched recorded student presentations and broke up into small discussion groups
June 8, 2021	Main Street Board Meeting	TxTC presentation of Landscape Architecture student designs for downtown.

Table 2.1 Meeting Schedule

Date	Meeting Objective	Activities
June 17, 2021	Core Team Workshop	TxTC, Caldwell Development Director, and interns from both entities workshop various land use strategies and plans.
June 25, 2021	Core Team Workshop	
August 11, 2021	Transportation & Housing Chapters Recommendations and Review	TxTC presentation of chapters and recommendation and discussion with Task Force
August 31, 2021	Economy & Environment Chapters Recommendations and Review	
September 11, 2021	Kolache Festival - Public Engagement	TxTC staff and interns from both entities gather feedback from residents about potential development opportunities
September 28, 2021	Recommendation and Review of Comprehensive Plan	TxTC presentation of chapters and recommendations and discussion with City Council
October 26, 2021	Land Use and Community Character Recommendations and Review	TxTC presentation of chapters and recommendation and discussion with Task Force and City Council
November 16, 2021	Land Use Charrette Workshop	Presentation on the proposed land-use map and the relation to the development code updates with City Council and Task Force
December 1-23, 2021	Comprehensive Plan Public Comment	Community members invited to read the chapters and leave feedback via Google Form.

Kickoff Task Force Meeting

On September 10, 2020, the task force met for their first meeting with TxTC. During this meeting, some members of the task force met physically at the Caldwell Public Library, following social distancing and face covering requirements, and others met virtually via Zoom. The planning team, which presented virtually, introduced the planning process and roles to the task force. Additionally, the team introduced the online engagement tools that will be used throughout the planning process. The main activity during this meeting was the task force member introductions and their discussion of what they value about their community. The main values from that discussion can be seen in the word cloud, Figure 2.3.



Figure 2.3. Caldwell Task Force Discussion Themes Word Cloud

COMMUNITY ENGAGEMENT

Stakeholder Focus Groups

From the start of the planning process, the goal was to hear as many voices from the community as possible, to create a buzz that would get the public involved. To accomplish this, TAMU Master of Urban Planning students held focus group meetings with leaders from the community from October 19-27, 2020. These meetings involved members of the community who represented 14 different subject areas including:

1. Economic Development
2. Downtown
3. Tourism
4. Construction/Housing
5. Education
6. Health
7. Environment
8. Religious Institutions
9. Community Facilities
10. Public Safety
11. Social Services
12. Community Associations
13. Transportation
14. Regional Partners

The goal of this process was to identify community issues, assets, challenges and opportunities, and in all, almost 140 people were contacted and 30 residents participated in scheduled interviews.

Public Engagement

Between October 5 and November 6, engagement activities were made available to collect ideas and information on the public's perception and comments on Caldwell. Due to the COVID-19 pandemic, Social Pinpoint was used to facilitate engagement activities.

Social Pinpoint is a digital engagement tool that allows community members to identify problem spots, potential development opportunities, and areas in their community that they love all on one interactive map. The site also provides spaces for community members to leave comments and discuss opportunities and strengths and take surveys. The three engagement exercises on Social Pinpoint were interactive mapping, ideas wall, and surveys.

All of the data and feedback collected during the public engagement period through Social Pinpoint, surveys, and stakeholder focus groups are analyzed and explained in the Envision Caldwell Engagement Report. This report and its analyses were presented to the Caldwell City Council and Task Force in a virtual meeting on December 1, 2020.

What was learned:

Strengths: Caldwell's citizens are proud of the city's small-town lifestyle and deep connections amongst its residents. The community is proud of the downtown area, which is part of the Texas Main Street Program.

Issues: Residents find the city's utility services, including electricity and telephone and internet services, to be insufficient and unreliable which leads to business owners having to rely on generators for power. It was found that there is a gap in the housing supply for middle-density housing, and citizens would like to see a broader range of housing options, including rental and affordable housing. Because there is a limited number of grocery stores, it is common for residents to travel to the neighboring Bryan/College Station area for a wider variety of options.

Opportunities: It is important to the stakeholders that the community find a way to encourage young people to stay in Caldwell by strengthening vocational schools, such as trade schools, for example. They would like to see the Athletic Complex upgraded to host tournaments and attract visitors to Caldwell. To do this, however, participants mentioned that the City needs to promote hotel development. Additionally, participants emphasized that they would like to see aesthetic improvements along the main corridors of Highways 21 and 36.

Challenges: Some challenges noted by the participants include the spillover growth coming from the Bryan/College Station area into Caldwell. While many residents desire to keep Caldwell's small-town feel, others stated that they would like to see accelerated growth through the attraction of major corporations and businesses to the city. To keep the pace with future growth in infrastructure and community services, additional funding sources will need to be identified.

Interactive Map

Within this website, community members could navigate through an Interactive Map to identify areas they love within Caldwell along with new ideas or suggestions they had for the city by dragging and dropping a marker to designate the location and type comments.

This space gave residents the opportunity to engage with their fellow community members by commenting and responding to other suggestions for additional feedback.

Figure 2.4. Social Pinpoint map with comments associated with particular locations. Users could tag places they appreciate (red icons), as well as locations that could be improved (blue icons).

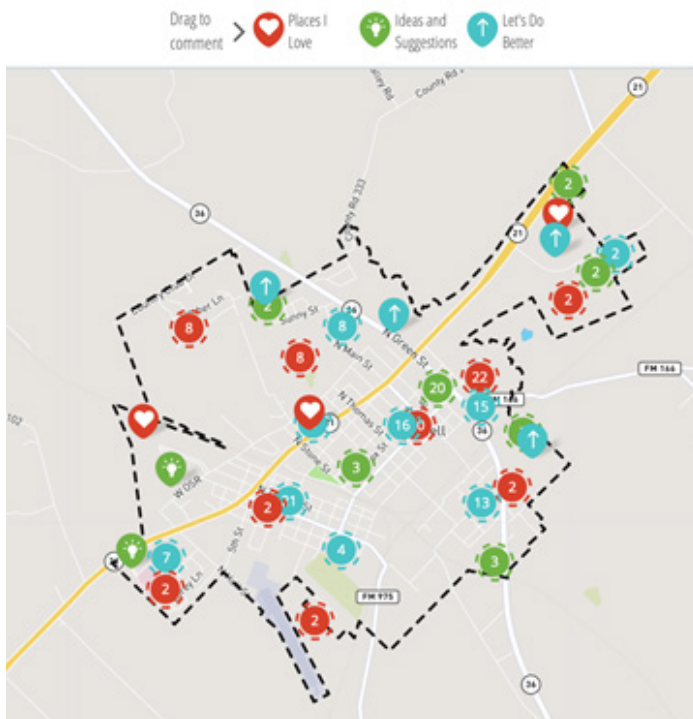


Figure 2.4 Social Pinpoint Map
Source: Caldwell Social Pinpoint Page

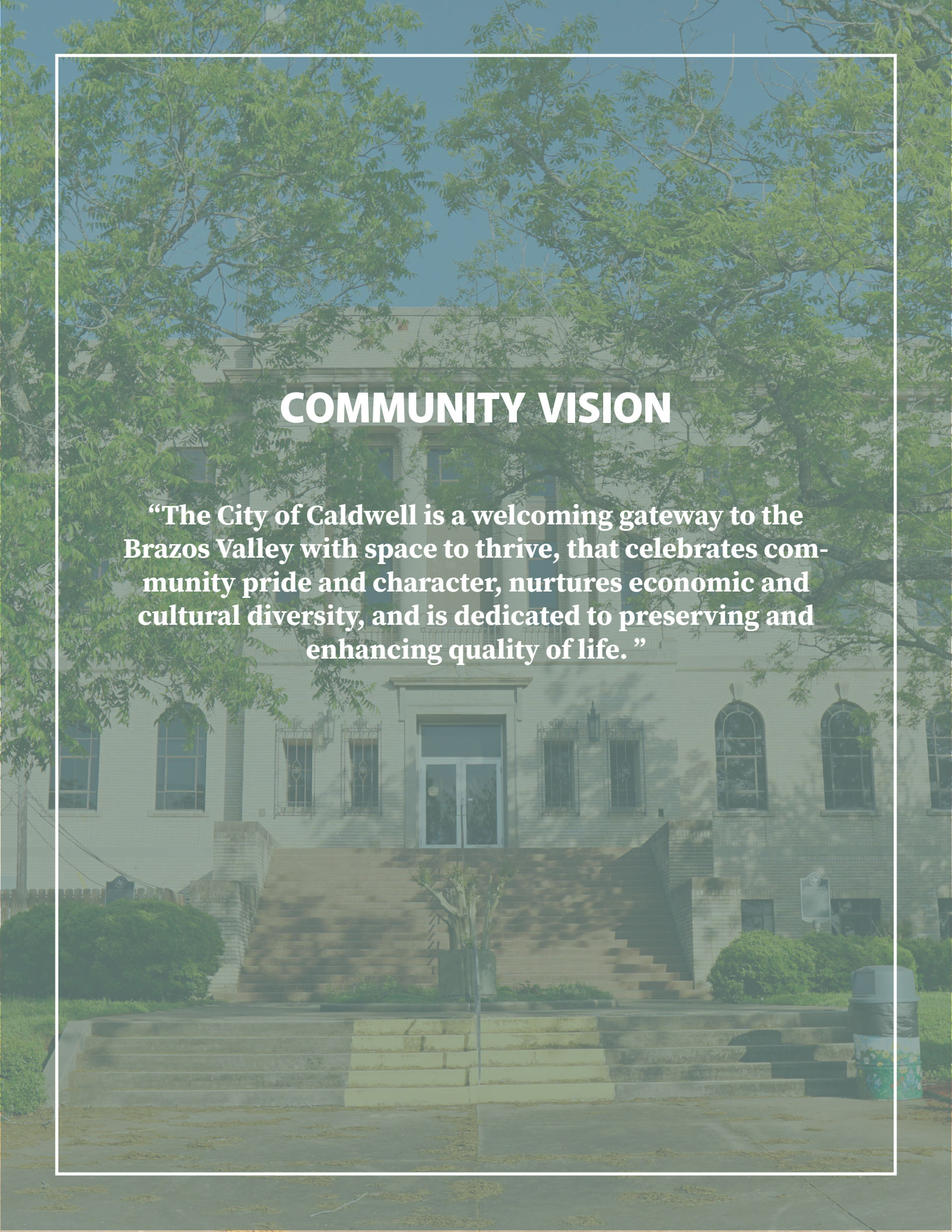
Ideas Wall

In addition to the interactive map, Social Pinpoint's Ideas Wall is meant to feel like leaving virtual sticky notes on a virtual wall, but with the added benefit of quick and easy interaction between participants. Community members can leave an original comment, vote on existing comments, or leave a reply in each of the six categories with colored icons. Similar to Miro, the platform used in gathering information about Caldwell's stakeholder groups, the Ideas Wall replaces our traditional sticky-note activities.

Community Survey

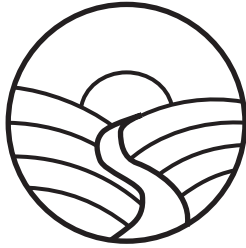
The third method for collecting community feedback was through a public survey. The goal of this survey was to collect information related to demographics and the community's thoughts and opinions on the City of Caldwell that would guide the formation of the Comprehensive Plan vision statement and policies for the future. During the survey period, 116 responses were received on the online format. Residents had the option to click a link to the survey that was shared online or visit the Library or City Hall to fill it out on designated computers. This option was developed with COVID-19 restrictions in mind, providing sanitizers and masks for those who needed it and regular cleaning of the station.

To accommodate those who preferred to participate in a non-online format or were unable to visit the Library or City Hall, or those who lack access to a personal computer or internet, paper surveys and mapping activities were mailed out to every household in the community. These packets included pre-stamped envelopes to encourage the return of filled out activities. Why the responses to online surveys were automatically sorted into an online database, 147 paper surveys were typed into Social Pinpoint by the Caldwell Community Development Department staff.



COMMUNITY VISION

“The City of Caldwell is a welcoming gateway to the Brazos Valley with space to thrive, that celebrates community pride and character, nurtures economic and cultural diversity, and is dedicated to preserving and enhancing quality of life.”



Gateway of Brazos

Caldwell is the western gateway to BCS to welcome visitors to the Brazos Valley



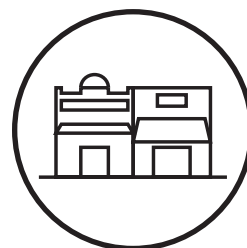
Space to Thrive

Caldwell is a tight-knit community with plenty of space to grow



Community Pride

Caldwell is proud of its community heritage with small-town charm, events for all, and supportive relationships.



Character

Caldwell is recognized for its small-town charm and aesthetic quality.



Economic Diversity

Caldwell is economically and financially independent with a range of job types and economic opportunities



Cultural Diversity

Caldwell cherishes the cultures and heritages of its residents, past, current, and future.



Quality of Life

Caldwell provides current and future residents a high quality of life because of its affordability, connectivity, and access to amenities and services.

Virtual City Tour

Because all courses during the Spring 2021 semester were held online, on January 25, 2021 a virtual tour of Caldwell was conducted in lieu of a usual in-person site visit. A member of Caldwell's planning team (Forrest Williams, Community Development Director) created a guided tour on Google Maps for the class to follow. The tour introduced the students to all the existing conditions in Caldwell, with respect to the economy, transportation, housing, land use, and the environment. The Main Street Program in Caldwell was highlighted and the future vision for the Caldwell downtown was also briefly introduced. Several areas in the city, especially the southern part of Caldwell were emphasized as underserved populations and described as seemingly disconnected from the rest of the city. It was also stated that various projects including housing developments and an industrial park were proposed to come to Caldwell in the near future.

Texas Snow Storm February 2021

From February 13-17, 2021 the state of Texas was hit by snow, ice, and sub-freezing temperatures that inundated the state's entire power grid and utilities. Rolling blackouts swept the state, leaving many communities without power and water for days on end.

Transportation & Scenario Planning

On March 9, 2021, TxTC virtually attended a Caldwell City Council meeting during which the community vision, transportation scenarios, and various development ideas were presented and discussed. Students from the Texas A&M Transportation Planning course presented the conditions of Caldwell's transportation network, along with traffic and demographic information. Their presentation included the first set of recommendations based on public engagement efforts and task force discussions. These recommendations included increasing the safety and efficiency of the transportation system, establishing a maintenance schedule, increasing the sustainability of the transportation system, and preparing for future traffic demand.

A second group of students from an Applied Planning course presented a suitability analysis of the city's and recommendations for possible future land use scenarios based on community feedback. The students developed three alternatives that would help the city grow in the most efficient and sustainable manner.

Alternative I	Alternative II	Alternative III
Downtown Revitalization	Bedroom Community	Self-sufficient Community
Focus on development within the city limits by consolidating the Downtown area. Constructive ordinances enhance existing infrastructure by enabling vibrant activity centers to more effectively serve the greater community. •Stabilize and preserve existing historic character •Encourage infill development in areas that lack historic character •Develop gateway beautifications along corridors to the downtown •Foster the pedestrian environment and connect corridors to the preexisting traditional commercial centers Use public spaces and mixed-use buildings with traditional form to activate Downtown •Fill in gaps around Courthouse Square and along key corridors (Main St, Buck St, etc.) •Attract visitors Downtown year round, not just during Kolache Festival •Add high-quality park space around the city	Strives to provide new affordable housing that not only supplies new living space for all age groups in Caldwell, but also increases the overall quality of living in both accessibility and aesthetic design. This plan focuses on the needs for all the citizens by improving connections to community facilities, rehabilitating the current transportation model, and providing ease of access for a multigenerational community. •Senior Living Facilities •Housing Accommodations •Community Accessibility	Targeted economic growth areas are depicted through mixed use development patterns to bring a combination of housing, business, retail, transportation, community facilities, and open space to communities. Doing so may improve quality of life in these areas. •Develop a diverse economic environment •Increase educational and career opportunities •Improve infrastructure capacity to support future economic growth •Encourage diverse housing options and improve neighborhood quality

Public Meeting

After receiving permission from University officials, TxTC was able to conduct the first in-person community event on April 27, 2021 at the Caldwell Civic Center. This event took a great deal of planning and preparation to ensure both the safety of community members while facilitating meaningful conversations and activities. Because the students were not able to physically attend the meeting, video presentations were compiled into a single, 20 minute video that would be presented during the event. Additionally, to provide an opportunity for community members that could not attend at the Civic Center, the video



Figure 2.5 Public Meeting Flyer
Created by Madeline Patton

was set to premiere at the start time of the event on the TxTC Youtube channel.

The video focused on the specific subject areas, or chapters, of the Comprehensive Plan. After collecting all of the feedback from the community and data from research, the students were able to generate sets of goals and recommendations for housing, land use, economic development, transportation, community facilities, and the environment.

In addition to the video presentation, we utilized another space in the civic center to display posters from an undergraduate Landscape Architecture course. After researching and learning about Caldwell, the students took a tour of two sites that the city is looking to improve: Davidson Creek Park and the Downtown. These posters, which were then presented to the City and the Main Street Board, detailed the students' ideas for ways the City can improve the accessibility, interactivity, and aesthetics of the park and downtown square.

Main Street Board Meeting

June 9, 2021

On June 9, 2021, TxTC presented various development strategies for the Downtown to the Caldwell Main Street Board. In preparation for this meeting, TxTC staff sifted through the presentations developed by undergraduate Landscape Architecture students. These presentations focused on improvements to Davidson Creek Park as well as the Downtown, however, certain strategies were pulled that can be accomplished by the Main Street Board. Recommendations presented during this meeting were split into three categories:

- Economical: reasonable improvements in the short-term
- Moderate: mid-level improvements and changes
- Long Term: future plans and improvements

Many of these recommendations will be included in future chapters of the plan,



Figure 2.6 LAND 212 students touring Davidson Creek Park
Photo by Madeline Patton

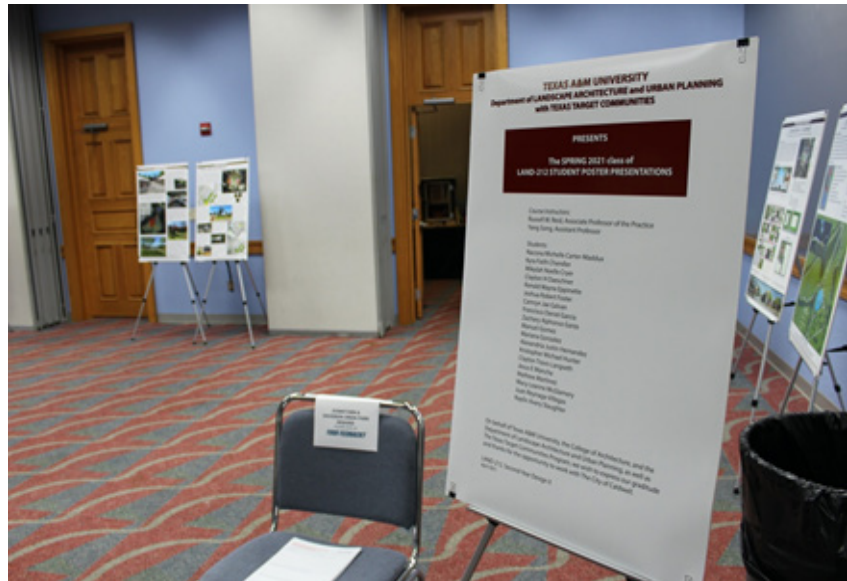


Figure 2.7X LAND 212 poster area at the April Public Meeting
Photo by Madeline Patton

following the Main Street Board deliberation and selection.

Additionally, Landscape Architecture Professor Russell Reid attended to introduce the beginning steps for developing a set of murals for Downtown Caldwell, as part of the City’s goal to beautify the area.

Consistent Marketing of the Plan

A number of marketing platforms were used to inform the community about the plan and obtain feedback from residents. It was important to reach as much of the community as possible, so to achieve this, multiple forms of communication were utilized, shown in Figure #.#. In addition to these diverse communications platforms, a consistent branding style was implemented to ensure the community was able to recognize that all of the various messages were related and recognizable. A regular outreach schedule was established to ensure community members were consistently aware of the plan, progress, and opportunities for participation.

Recommendation & Chapter Workshops

As each chapter’s recommendations were completed, it was important to obtain feedback from the Task Force and City Council to ensure that these recommendations were accurately meeting the needs of the community and would be achievable for the City moving forward. TxTC staff presented each set of recommendations during several workshops, which are listed in Table 2.1. During these workshops, Council and Task Force members discussed and provided feedback on the recommendations.

Land Use Charrette Workshop

On October 26, 2021 the City Council and Comprehensive Plan Task Force met to see a presentation on the proposed land-use map and the relation to the development code updates. The presentation consisted of the differences between land-use and zoning and how they can be used in multi-faceted ways. Land-use helps keep land-uses separated and ensures compatibility with development and surrounding uses. Zoning is the additional regulations that overlay land-



Figure #.# Marketing Platforms

Table ## Outreach Activities

Item Posted	Date Sent Out	Platform
City Council Approves Study with TAMU, TXTC	June 25, 2020	Burleson County Tribune
Downtown Community Input Survey for Downtown Caldwell, posted on the website and social media	July 23, 2020	Burleson County Tribune, Facebook, Instagram, website
General Information about the Comprehensive Plan posted on the website and created the page for it.	August 10, 2020	Website, Facebook, Instagram
Promo video about the comprehensive plan.	August 10, 2020	Website, YouTube, Facebook, Instagram.
News story and article about the plan	August 11, 2020	KBTX, Facebook
News Story to discuss and promote the plan and upcoming task force recruitment	August 13, 2020	Burleson County Tribune
CMP Story to discuss and promote the plan and upcoming task force recruitment	August 20, 2020	Burleson County Tribune, Website
Comprehensive Plan Applications for task force recruitment	August 18 - 28, 2020	Burleson County Tribune, Website, City Hall
Promo video about the task force recruitment	August 17-19, 2020	Website, YouTube, Facebook, Instagram.
Press Release CMP	August 20, 2020	Website, Facebook, Instagram.
Promo video about the task force recruitment	August 24, 2020	Facebook
News Story to discuss and promote the plan and selected task force members, and upcoming engagement and outreach for the plan.	September 10, 2020	Burleson County Tribune
News Story to discuss and promote the plan and upcoming engagement and outreach for the plan.	September 24, 2020	Burleson County Tribune
Press Release	October 12, 2020	Website, YouTube, Facebook, Instagram.
Comprehensive Plan Engagement and Outreach Promo Video	October 12, 2020	Website, YouTube, Facebook, Instagram.
Online Engagement and Outreach Promotion	October 13-19, 2020	Facebook, Instagram
Online Engagement and Outreach Promotion, and Paper Surveys sent out to every resident in the City	October 20-November 6, 2020	Facebook, Instagram, Paper Surveys, Flyer, Mail-outs
Press Release and video covering the Comprehensive Plan Engagement Report	December, 2020	Website, YouTube, Burleson County Tribune, Facebook, Instagram.
Outreach Promotion for Public Meeting	April, 2021	Facebook, Instagram, Flyer, Mail-outs, Youtube

Table #.# Outreach Activities

Item Posted	Date Sent Out	Platform
Public Meeting Videos from the April 27, meeting	May, 2021	Website, YouTube, Burleson County Tribune, Facebook, Instagram.
Regular weekly/bi-weekly news stories to discuss and promote the plan throughout the year.	April - November, 2021	Burleson County Tribune
Online Engagement & Outreach Promoting Public Comment	December 1-23, 2021	Website, Mail-outs, Facebook, Instagram.
Public Meeting Notice: Adoption of the Plan	December 28, 2021	Burleson County Tribune

use restrictions to establish zones and other standards for development. While the City of Caldwell has some elements of zoning within its current regulations the City does not have zoning regulations established. With zoning come more stringent regulations and detailed approval processes which can be burdensome for development and redevelopment. The discussion was guided around two different land-use maps, one with basic land-use while the other had more detailed land-use areas. The land-use map with more detail allows for more flexibility in development codes while also ensuring compatibility between land uses. The consensus following the meeting led to the more detailed future land use map which will provide a clear and streamlined process for future growth and development.

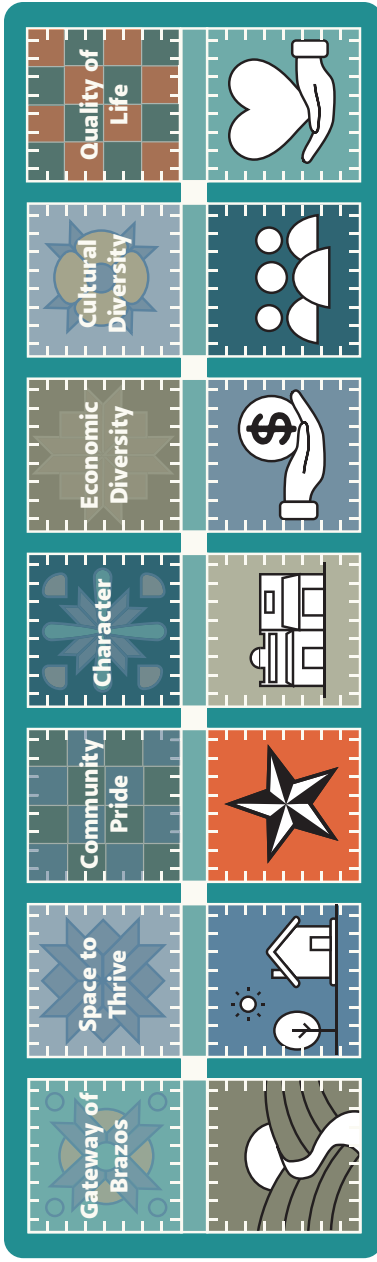
Goals & Objectives

During several planning workshops of visioning and strategizing, residents developed goals that aim to address their present needs and provide sustainable benefits for the future growth of the county. Each topic area has goals and objectives that work together to make Caldwell a more connected, attractive place to live and visit.

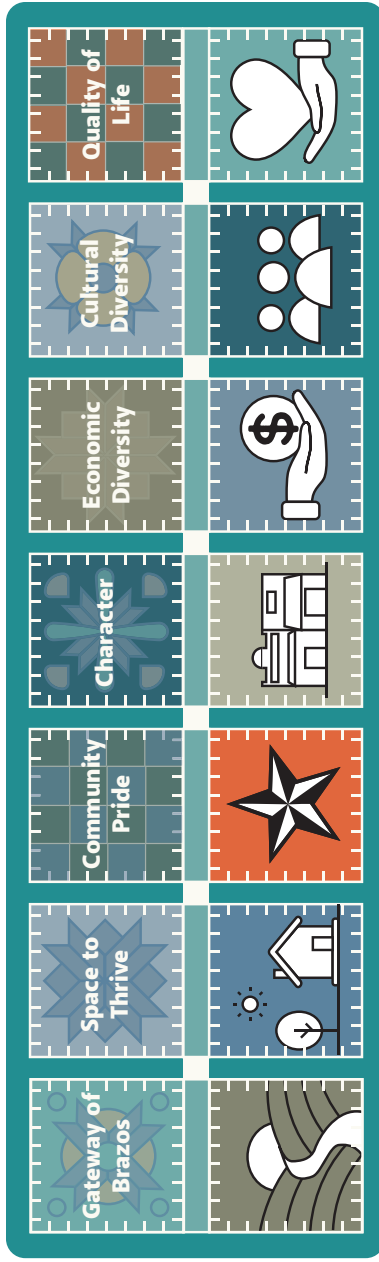
The following Chapters describe the existing conditions, recommendations, goals and objectives for development, transportation, economy, housing, and community facilities.

Public Comment Period

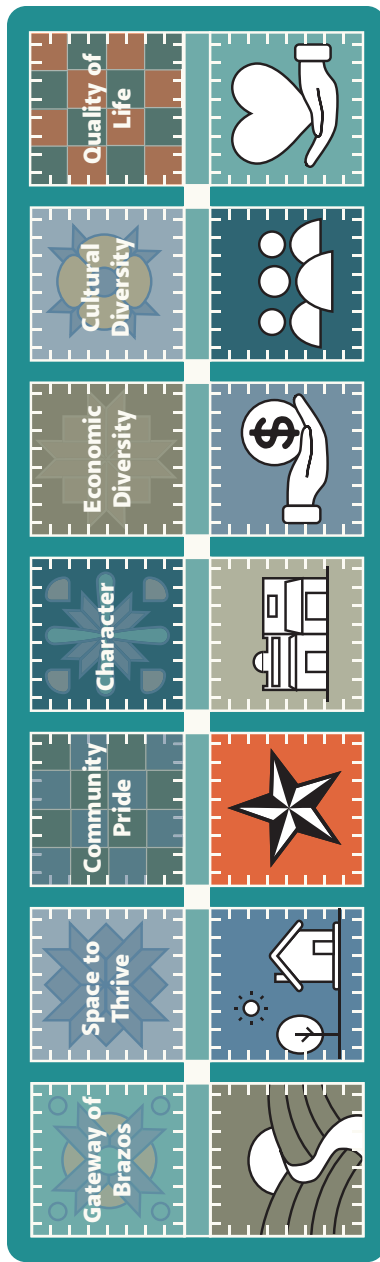
The public comment period took place during the month of December and allowed residents to access the Comprehensive Plan Chapters via the Plan page on the City website. Information and requests for feedback were sent out to residents in their utility bills shortly before the public comment period began. After residents read the chapters, they were asked to fill out a Google Form to leave their feedback.



Goal 3.1 Enhance the community's character and manage growth and development.	✓	✓	✓	✓	✓	✓
Goal 3.2 Prioritize the health and safety of the community by implementing hazard mitigation measures and environmental conservation efforts.					✓	✓
Goal 3.3 Strengthen Caldwell's sense of place and enhance local character.			✓	✓	✓	✓
Goal 4.1 Promote diverse, flexible and inclusive housing options throughout the city.		✓		✓		✓
Goal 4.2 Enhance the quality of existing neighborhoods by promoting property maintenance	✓	✓		✓		✓
Goal 5.1 Improve existing roads to provide an efficient and safe transportation system						✓
Goal 5.2 Enhance the road network to accommodate future growth	✓	✓			✓	✓
Goal 5.3 Implement sustainable multi-modal transportation network for connectivity and accessibility	✓	✓				✓



<i>Goal 6.1</i> Develop and support a highly skilled workforce	✓				✓	✓
<i>Goal 6.2</i> Foster a robust economy that supports entrepreneurship and business development and retention					✓	✓
<i>Goal 6.3</i> Expand and diversify the economy to be a regional trade and commercial hub					✓	
<i>Goal 6.4</i> Promote downtown Caldwell as a vibrant economic and cultural center	✓		✓		✓	
<i>Goal 7.1</i> Enhance resilience to protect the community from impacts of hazards.						✓
<i>Goal 7.2</i> Preserve and restore natural stormwater systems.		✓	✓			✓
<i>Goal 7.3</i> Protect natural resources and environment assets	✓					✓



Goal 8.1 Well-maintained and accessible parks for active and healthy living opportunities	✓	✓	✓	✓	✓
Goal 8.2 Strong partnerships, programs, and facilities to foster civic pride and enhance the quality of life	✓	✓	✓	✓	✓
Goal 8.3 Upgraded and well-planned utilities and infrastructure to serve community needs		✓			✓
Goal 8.4 Top rated and high quality public safety & emergency services.			✓		✓
Goal 8.5 Foster an environment of authentic and inclusive public participation			✓	✓	✓

BURLESON COUNTY

21ST DISTRICT COURT

335TH

DISTRICT CLERK

DISTRICT



205 E. FOX STREET

Photo by David Watson



3

COMMUNITY CHARACTER



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OVERVIEW

Land use is essential to creating a strong, vibrant, and sustainable community by effectively implementing consistent community character and enhancing the quality of life of the residents of the community. Based on population growth trends within the Bryan/College Station area, Caldwell is likely to experience increased growth in the coming years. The contents in this chapter will allow for Caldwell to intelligently deal with this type of growth through the goals, objectives, and actions that were devised using the community's feedback throughout the engagement process. One of the most prevalent indicators of appropriate future land use is the existing land use and the underlying conditions of the land. Therefore, the first section of this chapter will cover existing conditions. Afterward, an analysis of community comments will be done to guide the direction of the land use recommendations and the creation of this chapter's goals, objectives, and actions.

It is also important to make a very clear distinction between the term “land use” and “zoning.” These terms are often confused and mistakenly used interchangeably. However, they are separate elements that serve different purposes for the planning and development of cities. Essentially, land use is the organization of the use of land to meet the needs of the user while considering the capabilities of the land. These types of considerations ensure the sustainability of land use and the enrichment of the community. Zoning, on the other hand, is the parcel-specific regulation of use as it relates to the zone in which the parcel is located. Zoning is traditionally the division of city areas into “zones” that are concentrated with the same or similar land use with regards to intensity. This chapter does not aim to create zoning categories nor zoning regulations for the City of Caldwell and should be looked at as a set of recommendations for future land use decisions.

EXISTING CONDITIONS

Current Land Use

Currently, Caldwell consists of several land uses that are mostly dictated by the presence of State Highways 21 & 36. The heavy concentration of commercial uses fronts these two major regional thoroughfares, and the rest of the development typically spreads from these points. The other point of strong commercial use is downtown. There is a large amount of low-density residential housing with limited higher density

housing. Green space is lightly interspersed in different parts of the community. Industrial land uses are housed on the outskirts of town, as is typical in many communities. The following sections will expand upon these notions and areas of opportunity will be examined.

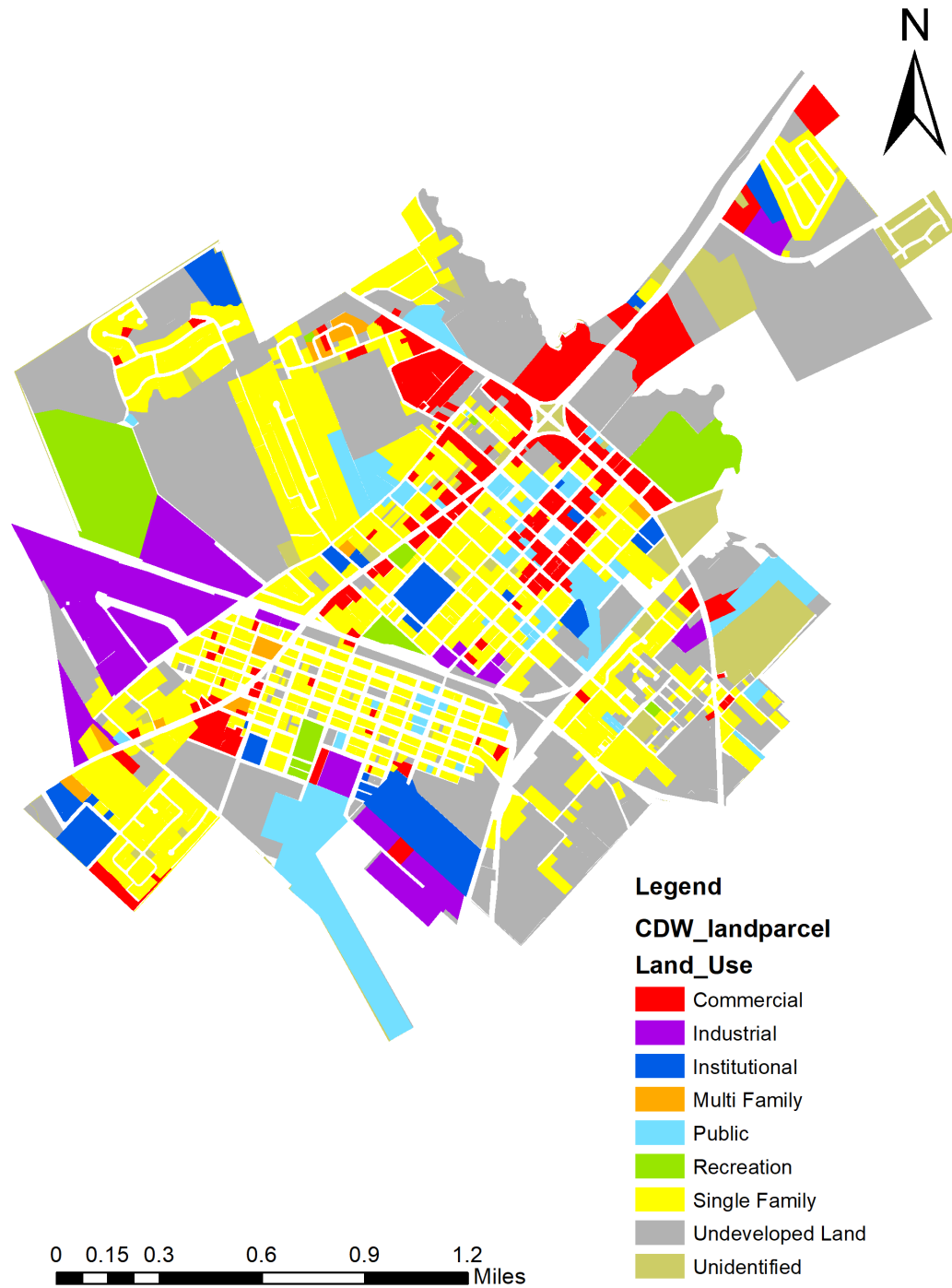


Figure ## Existing Land Use Map



Photo by David Watson

Residential

Housing stock in Caldwell has continued to grow reflecting population growth, with 1,685 housing units in 2018. Occupancy rate is 89.6% with 1,509 units, which is higher than Burleson County and Texas. Households in Caldwell are smaller than those of Texas, with 2.85 persons, versus a state average of 2.92 persons. This small household size seems to be because of a large number of single-person households.

In Caldwell, building permit issuance has remained lower than the Texas average except for in 2001 and from 2009 to 2012. Also, there has been relatively low construction rates during the 1990s and 2010s compared to Texas as a whole.

The major housing type is single-family housing, accounting for 69.3% which is similar to Burleson County. However, there is more multifamily housing in Caldwell than in the county, 17.5% in Caldwell and 5% or less in Burleson County.

Residential land use is primarily located in the center of the city, branching off Highways 21 and 36. However, some housing units were developed farther from the central area, which

has left undeveloped land between residential areas and other developed areas.

As Caldwell's population increases, the supply of quality affordable housing must also increase to meet future housing demand. A decrease in housing construction since the 1990s has been a driving factor in the city's housing supply challenges. One of the city's significant housing needs is for multifamily housing for smaller sized or single-person households.

When this plan was being developed the city began seeing and having more conversations with developers, which is partially what led to the increased importance of developing this plan. With the potential for increased housing and development activity it is highly important that the city is prepared and planning for the future.

Commercial

The majority of Caldwell's commercial land use spaces are focused along highway 21 and 36 that run through the town. These areas are the biggest opportunity for economic gain from visitors passing through Caldwell.

Downtown Caldwell is also a major hub of



Photo by David Watson

commercial activity. This corridor runs along Main St. and E Buck St. next to the Burleson County Courthouse. The Courthouse is surrounded by two banks, multiple restaurants, a dry cleaner, professional businesses, and two hardware stores. This block is joined by adjacent blocks in commercial use, stretching up Buck and Fox Streets to the northwest until Highway 36 and Echols and Main Streets to the northeast until Highway 21.

There is plenty of room for commercial development within the city limits, especially along Highways 21 and 36. These undeveloped parcels provide an opportunity for economic investment and growth as these are the two main thoroughfares that run through town, connect Caldwell to larger cities. Another area of opportunity is in the southwestern portion of the town along Main and Harvey Streets, where there are multiple undeveloped parcels directly adjacent to Caldwell's main commercial sector.

Green Space

Green space within Caldwell's city limits consists of 10 parks. The largest park with the most recreation space is Davidson Creek Park located in the northeastern portion of the city. Much of Davidson Creek sits on land donated to the

City by Mr. Johnny Heijl and has since become one of the most popular spots for residents to spend their time. Overall, Davidson Creek is in great condition, and with a few additional updates, can become a more accessible and safe park for residents and visitors.

Other parks are neighborhood parks with limited amenities. Caldwell's second biggest park, Santa Fe Park, features three baseball/softball fields, three tennis courts, and a playground which collectively fill up the land the park sits on. Santa Fe Park is conveniently located in the middle of Caldwell's original residential area. Freeman Park, located in the southeastern part of Caldwell, is one of the smaller parks in town with a basketball court, and some playground equipment. Another smaller neighborhood park is Molly Drive Park, located in a small neighborhood development right on the edge of the city limits.

Noack Field and 7th Street Park are located in the southwestern portion of the city and features a baseball field and batting cage along with a small playground. Seventh Street Park is located in a wooded area with plenty of open space, providing ample opportunity for development.

Texas Main Street Program (TMSP) & Main Street Board

In 2014, Caldwell was designated as a Main Street City of the TMSP, dedicated to preserving the character of traditional main streets which is coordinated with the Texas Historical Commission (THC). The Main Street Designated area is a 3/40 sq.mile area that's laid out on a grid pattern, along Buck Street and intersecting streets between N. Porter St. and S. Gray St from W. Fawn St. and W. Buffalo St.

Caldwell's Main Street Program has been recognized as an accredited program year after year for its performance. The vision for the Program is to "create within the Main Street Area an environment rich in experiences while preserving the beautiful, historic features of our treasured downtown. It is our vision that Caldwell will become a destination for those seeking interesting places to shop, dine and enjoy entertainment while providing residents goods and services which will enrich their lifestyles." The Main Street Advisory Board is in charge of developing plans and programs to enhance the economic vitality and facilitate historic preservation, meeting the criteria of the Texas Historical Commission for Main Street communities.

Shaw Street is a small park with a detention basin that runs through the area. It isn't very accessible from Caldwell's highest density residential area due to being on the other side of Highway 21, but has potential as it is a bigger space than some of Caldwell's other parks.

Woodson park is currently a small park with limited equipment in a space designated as a right-of-way. It is located directly next to the St. Joseph Health Burleson Hospital and on the backside of a residential neighborhood. Accessibility is the primary issue at Woodson Park. There is no designated or off-street parking and no sidewalks connecting the street, neighborhood, or hospital to the park. Its location in a primarily residential area offers a great opportunity for expanding and improving the park and creating an inviting space for families to bring their kids to play.

KC Field is located in the western portion further away from Caldwell's main residential area. The park is under the jurisdiction of the Knights of Columbus and features a baseball field and volleyball court.

Lastly, Copperas Hollow Country Club, the only developed green space outside of City parks, is located in the western portion of the city. It is also the only green space not managed by the City of Caldwell.

Industrial

Industrial land uses, complementary to commercial, are primary drivers for any economic growth to cities of any size. Industrial land use is defined as land use in connection with manufacturing, processing, or raw materials storage, it's important that the planning of industrial growth is effective in mitigating infrastructure deterioration and sensitive land boundaries. Any areas affected by industrial waste, such as air and land pollution, are considered to be sensitive areas. Examples of sensitive areas are residential developments, hospitals, shopping centres, schools, playgrounds and some public buildings, and greenways and floodplains. Effective and sustainable industry planning considers these aspects for where industrial areas can expand to reduce the effects of air, land, and water pollution from nearby residential zones.

Industrial land use makes up around 162 acres within Caldwell, or about 4% of its total legal land use acreage. A large portion of its 16 years old and older population is employed within an industrial classified area. As a result, it is expected that there will be an immediate increase in industrial demand in the next coming years if current employment trends continue. Largely based on the western portion of Caldwell, expansion outwards to the west along the HWY 21 corridor is most reasonable. The industrial area is already effectively connected by the highway system and within the extraterritorial jurisdiction (ETJ). In short, Caldwell has a legal means to annex the land around the western industrial area because of Texas ETJ laws, which allows the City to annex areas within 1/2 mile of the city limits.

Considering the sensitive land on the southern side of HWY 21, industry should expand west and northward inside the ETJ to reduce environmental and infrastructure damage to the immediate nearby residential areas located at the southwest and northwest parts of the city. The northwestern portion of Caldwell houses additional single family homes, so there should be thorough analysis to identify any possible hazardous effects of industrial expansion to the citizens living there. The pre-existing road connectivity from HWY 21 allows for easy access of industrial vehicles and can be easily accounted for increased traffic and usage for any general future transportation analysis.

Caldwell Main Street

In 2014, Caldwell was designated as a Main Street City of the Texas Main Street Program(TMSP), dedicated to preserving the character of traditional main streets which is coordinated with the Texas Historical Commission (THC) and the National Main Street America Program. The Main Street Designated area is a 3/4 sq.mile area that's laid out on a grid pattern, along Buck Street and intersecting streets between N. Porter St. and S. Gray St from W. Fawn St. and W. Buffalo St.

Caldwell's Main Street Program has been recognized as an accredited program year after year for its performance. The vision for the Program is to "create within the Main Street Area an environment rich in experiences while preserving the beautiful, historic features of our treasured downtown. It is our vision that Caldwell will become a destination for those seeking interesting places to shop, dine and enjoy entertainment while providing residents goods and services which will enrich their lifestyles."¹ The Main Street Advisory Board is in charge of developing plans and programs to enhance the economic vitality and facilitate historic preservation, meeting the criteria of the Texas Historical Commission for Main Street communities.

Public Feedback

Caldwell community engagement in the fall of 2020 resulted in an engagement report on the various findings from the work on surveying Caldwell residents and stakeholders. Specifically in land use and development, community members identified Caldwell's small size and small-town feel as a strength. A main concern in regards to land use and development was the theme of growth vs. tradition. While some community members were weary of growth, others felt growth was essential.

Residents identified a gap in housing for a variety of residents, including an overall lack of housing options and not enough middle-density housing which are described further in Chapter 5. Opportunities were seen for an economic boost, development of more hotels, and higher aesthetic development along Highways 21 and 36. One area the stakeholders were concerned about is the possibility of spillover growth from the Bryan/College Station area, although this concern was mixed, with some residents seeing the growth as a potential economic opportunity for Caldwell. There was also concern for how the City would fund new development to match population growth.

The report and community engagement that

occurred during the Fall of 2020 were used to create three future alternatives for the Ccity. The first alternative focused mainly on downtown revitalization and the creation of a civic neighborhood that would greatly benefit from strong downtown activity. The second alternative envisioned Caldwell as a “bedroom community” that provided a wide variety of housing options, including affordable housing and areas where senior citizens could safely age in place. The final alternative focused on creating Caldwell as a self-sufficient community by prioritizing various facets of a community, like schooling, infrastructure, economy, and housing. These alternatives were presented to the community stakeholders in a task force meeting for evaluation. Based on these community comments and City’s guidance a preferred future land use map was created.

Future Land Use

The Existing Conditions Report and the engagement process in the Fall of 2020 identified several areas with opportunities for development and redevelopment. This, along with the Current Land Use map, was used to develop the Future Land Use map, Figure #.#, which will be used to guide and influence future development in Caldwell.

The first redevelopment opportunity exists in the commercial areas located on the intersection of Highways 21 and 36. Improving accessibility to commercial areas and developing the vacant land near this intersection would help in meeting the needs of current and future residents. This area, along with the current commercial land down SH 36 and around the downtown area, has been identified in the FLU map as a potential urban mixed use sector. Going forward, commercial development can be concentrated along SHs 21 and 36 as they are the primary transportation corridors.

As Caldwell’s population grows, there will be an increased need for residential development. With this change, the FLU map identifies expanded opportunities for suburban and

urban housing development with a range of densities. Suitable Undeveloped land in the ETJ and within the city limits is identified for diverse residential development. The overall combination of this type of land use model is to provide flexibility with future development to allow for mix densities and help establish some balance to the future area of Caldwell to help it merge with the existing character of the community.

Industrial development is concentrated in the outskirts of the city and ETJ to eliminate any potentially hazardous conditions. This includes the areas surrounding the Industrial park and Airport. Providing for mixed commercial and industrial development around the Burleson County Industrial Park will allow a more sophisticated type of business park development to merge some the gap of lacking economic opportunities.

Greenways and Open Space allows for the community to develop with a sustainable and resilient mindset, by utilizing the floodways and floodplains as greenways/riparian buffers. This model of smart growth development is useful in providing a well connected community that works to preserve the natural open spaces and important environmental resources. This also provides more opportunity for recreation and park space which will be useful in maintaining natural flood hazard areas that are capable of handling future growth and adverse impacts to storm water drainage.

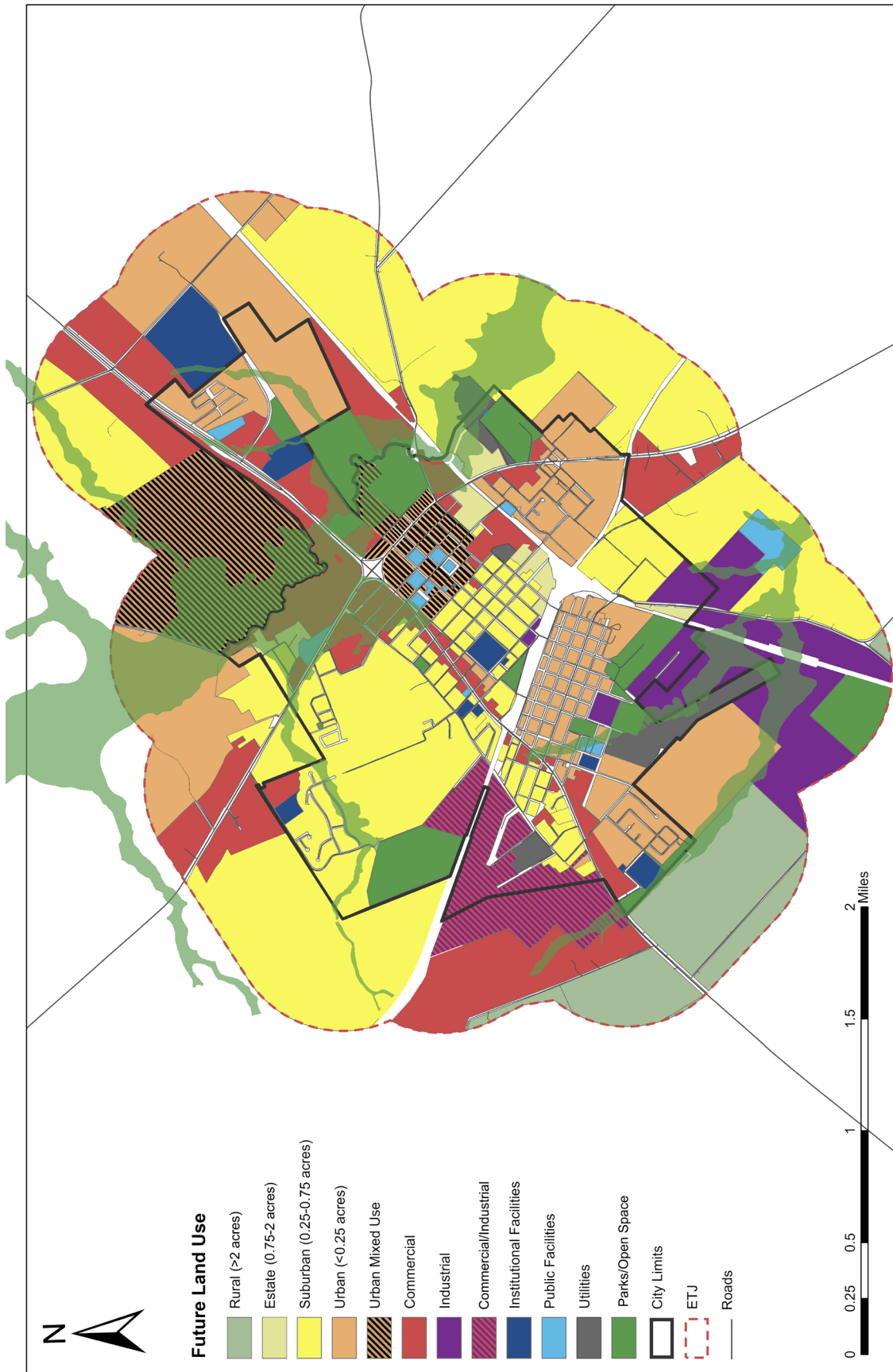


Figure #.## Future Land Use Map

RECOMMENDATIONS



ENHANCE THE COMMUNITY'S CHARACTER AND MANAGE GROWTH AND DEVELOPMENT.

It is important for the City to utilize the comprehensive plan to its full potential as it is meant to be a guide for future development. Thus, Caldwell should utilize a planning commission to guide the implementation of the comprehensive plan through active community engagement and outreach. The planning commission will help in overseeing growth and development of the community while serving as the guiding body for the implementation of the Comprehensive Plan. Further, a committee under the commission can help facilitate the actions outlined in the plan.

The City should initiate innovative city planning practices through community engagement meetings that focus on place-based solutions through collaborative meetings that address multi-stakeholder interests and concerns. Not only will this help the City implement the comprehensive plan, but it will help the City learn and engage with community members to build trust within the community. Caldwell will be able to take in and acknowledge the past and ensure open communication and solutions to learn from and grow moving forward. Through inclusive outreach, the City will be able to gain complete community participation, ensuring that all voices are heard and considered by policy and decision makers. Caldwell should prioritize contributions and input from the community, documenting and following-through with its commitments and goals. Over-all, this will help demonstrate community empowerment.

Caldwell can continue the engagement efforts

of the Comprehensive plan through integrating multiple engagement methods of targeted outreach and in-person meetings. It will be important for the City to ensure that marginalized and underserved community voices are considered and heard while providing resources that meet communication gaps within the community. Additionally, partnerships should be established with local organizations to ensure well organized meetings that are able to effectively communicate and acknowledge the environment and participation of community members. To ensure different perspectives are heard and quality data is collected, Caldwell should identify stakeholders and conduct engagement efforts that are aligned and focused on a common goal.

Based on the comprehensive plan's actions and priorities, Caldwell should perform annual community needs assessments and develop strategic planning session recommendations based on the results. During strategic planning sessions, the City should prioritize goals for the upcoming fiscal year. Additionally, the plan should be evaluated and appraised every five years. Every 10 years, the plan should be updated using the community needs assessment, five year evaluation, and appraisal reports.

Caldwell should prioritize Infill Development and redevelopment in underutilized areas of the community by guiding land development through strategic and proactive installation of infrastructure to accomplish sustainable development and accommodate growth. Vacant, underutilized, and brownfield sites should be highlighted for re- and infill development projects.

Additionally, community members expressed their desire to improve walkability, especially in connections to popular facilities and downtown. Therefore, the City should prioritize infill development and revitalization in the downtown area to increase pedestrian accessibility and aesthetic continuity. To incentivize this form of development, Caldwell can consider fee waivers for building construction and/or redevelopment

in identified infill zones. The City should catalyze the rehabilitation of abandoned structures by amending codes to facilitate the adaptive reuse of existing buildings for residential use. To publicize available spaces or structures for redevelopment purposes, the City should implement and monitor a mapping system that allows real time updates of infill and properties primed for development potential.

Caldwell needs to focus on improving the efficiency of City services and promote fiscal sustainability for future growth. To monitor and understand regional impacts and increase adaptivity, the City should work with regional communities to discuss growth and market

trends. Every three to five years, the State of Community Report should be updated to keep an up-to-date record of progress and the current state of the community.

Citizen's, City Staff and the Council need to be trained to understand fiscal analysis and how it relates to infrastructure provision associated with development decisions. Additionally, the City should keep capital improvement plans and asset management current and include appropriate development projections based on the State of Community Report. The City should conduct a fiscal impact analysis to determine the overall costs and revenues that would result in property investments. As the City finds the need to expand, it will be important to develop an annexation plan and ensure infrastructure is available to support growth, especially in areas with high development potential. The City should seek to market and ensure transparency with plans for growth, infrastructure, and annexation to build interest within the city and surrounding rural areas.

To ensure high quality neighborhoods and minimize adverse impacts on surrounding areas, Caldwell should update city ordinances, policies, and other development regulations. The subdivision ordinances need to be updated to ensure high quality development standards in line with the comprehensive plan. Every 3 to five years, the City should assess building codes to ensure they are maintained and up-to-date to provide a safe and resilient community. Caldwell needs to increase development review and code enforcement capacity to promote visual appeal and avoid conflicting land uses. To further enhance the community and ensure all developments are pedestrian friendly at street frontages and property lines, standards and guidelines need to be established and enforced. The City also needs to update subdivision regulations to determine the number of entries into a residential development based on number of lots in order to improve connectivity of the roadway network and access for emergency response.

Planned Unit Development (PUD)

Planned Unit Developments are communities of homes served by amenities and services that are only available to residents. They are commonly comprised of single-family homes but can include townhomes and condos as well as commercial properties such as shops, restaurants, and other businesses. Facilities in PUDs can include pools, parks and playgrounds, sports and fitness facilities, a gated entrance with security, community stores, cafes, and offices. Residents will typically pay a monthly HOA fee that covers the cost of services such as landscaping and street cleaning as well as maintenance of homes and facilities.² PUDs are designed using cohesive architecture styles and materials to create a unified, attractive aesthetic. This increases the appeal to bring in future residents while improving the value of the community as a whole.

LEED Standards³

Leadership in Energy and Environmental Design (LEED) is a worldwide green building certification program that sets a rating system for design, construction, operation, and maintenance of green buildings, homes, and neighborhoods. This program helps and encourages communities to be environmentally responsible and use resources efficiently. The current version of LEED, LEED v4.1, has raised standards “to address energy efficiency, water conservation, site selection, material selection, day lighting and waste reduction.” The goal of implementing sustainable and healthy building standards is to ensure environmental, economic, social, and community benefits for years to come.

It is recommended that Caldwell ensure the compatibility and appropriateness of development in Planned Unit Developments (PUDs) and establish a procedure that PUDs build-out according to the approved plans. The City should utilize PUD regulations as a development tool to increase density and housing types in developments and ensure a mixed market.

Caldwell can increase curb appeal and character through established streetscape standards that require attractive entry features and the provision of common open space in new neighborhoods. Additionally, the nuisance code needs to be updated to better address noise, smell, vibration, property maintenance, panhandling, animal control, delivery hour limits, and other possible negative effects. The City should also develop a sign ordinance to reduce visual clutter along thoroughfares and right-of-ways (ROW). Additionally, new

developments, and redevelopments, should include high quality safety and LEED-standards.



PRIORITIZE THE HEALTH AND SAFETY OF THE COMMUNITY BY IMPLEMENTING HAZARD MITIGATION MEASURES AND ENVIRONMENTAL CONSERVATION EFFORTS.

Health and safety of the community should begin with policies that help promote natural and environmental conservation. Caldwell should coordinate with developers to ensure populations are not disproportionately impacted by development, disaster recovery, and redevelopment. This can be accomplished by modifying development regulations and creating a landscape ordinance to minimize alteration of natural landforms and native vegetation in order to maximize retention of distinctive natural features. When implementing landscaping ordinances, the City should promote the use of native and drought-tolerant plants to ensure quality long lasting landscaping. Additionally, discouraging the use of invasive species in development can help reduce negative impacts. New residential, commercial, and industrial development projects should include natural features that enhance the appeal and environment such as ponds, streams, stands of mature trees, and sizable individual trees.

To protect future development from hazards, Caldwell should provide regulations that encourage development away from flood hazard areas and increase mitigation strategies to preserve the integrity of natural areas. First, the City needs to enforce floodplain development permits and the elevation certificate requirement for all development and construction in special flood hazard areas.

Additionally, the flood damage and prevention ordinance and floodplain development permit requirements need to be amended to establish a freeboard requirement of 2 feet for all construction within special flood hazard areas, especially the 100 year floodplain. Additionally, the City needs to establish a policy for developments in the 100-year and 500-year floodplains to require onsite flood mitigation, or require a fee in lieu to provide regional flood mitigation strategies. Once a Hazard Response and Emergency Operations plan is created, Caldwell needs to develop policies that promote development outside of identified hazard zones (flood, fire, hazmat, etc.) and keep existing or newly permitted public facilities and services away from present or future hazard areas. For structures that are in areas prone to flooding, it is recommended that the City examine the feasibility of participating in buyouts to acquire those structures, while also exploring opportunities to assist in relocation efforts.



STRENGTHEN CALDWELL'S SENSE OF PLACE AND ENHANCE LOCAL CHARACTER.

A major goal for the city is to promote standards that enhance the existing character of the community while providing continuity in new developments. The City should exercise transparency through marketing and communication for proposed developments that impact surrounding neighborhoods and promote inclusive neighborhood designs, and when new development is proposed, Caldwell should assess current building and land aesthetic. Additionally, the City should

Case Study: City of El Paso – Infill Development Policy Guide⁴

In 2017, the City of El Paso published their official policy guide for the direction of desired infill development. This guide was meant to be distributed to planning officials and reviewers in addition to developers and designers “to ensure that the intent of the adopted ordinance is clear and achievable.” The Policy Guide establishes defined expectations and standards to ensure development is implemented in a common, consistent direction and establishes a set design format consistent with the character and history of the city and region.

In addition to specified location criterion that are explained in the document, the City also included design requirements that maintain compatibility with existing development and promote walkability within the community. Their design requirements are specific all the way down to parking strategies, building orientation, and architectural style. Further, to ensure consistency within the designs of every building, the City included a Building Type Compatibility Chart for every architectural style.

The Plan Guide is aligned with all of the City’s official planning documents including the Comprehensive Plan and stormwater management and infrastructure plan, the Drainage Design Manual.

The City of Caldwell can use this example as a format for potential guidelines and standards for its own development policies to achieve its goal of compatibility in land uses and the cohesion and aesthetics of future development in the downtown and other districts.



Figure #.# Historic Downtown Fredericksburg sign
Source: <https://merjedesign.com/projects/fredericksburg-tx/>



Figure #.# Fredericksburg wayfinding signage
Source: <https://merjedesign.com/projects/fredericksburg-tx/>



Figure #.# Fredericksburg Welcome sign
Source: <https://merjedesign.com/projects/fredericksburg-tx/>



Figure #.# West Main Street - Downtown
Fredericksburg Map
Source: <https://merjedesign.com/projects/fredericksburg-tx/>

Case Study: Buda Main Street Downtown Improvement Grant (DIG)^{5 6}

With the goal of stimulating historic preservation and encouraging the private sector in Downtown Buda, Texas, the Buda Main Street DIG partnership seeks to revitalize downtown Buda and encourage good design projects, rehabilitate original fabric or design, and preserve the unique character of the community.

The DIG is structured as a single-payment reimbursement to property owners per building/business which is given after the recipient provides documentary evidence of expenditures. The grants are a 1-to-1 match for projects up to \$6,500 based on project type and private or public investment maximum for buildings/businesses located within the set Main Street Program District boundary. Project types include paint only, approach/courtyard, signage, facade/exterior, or, the newest type, COVID-19 safety projects. All projects must be approved by the Main Street Advisory Board and Economic Vitality Committee.

This is just one of the ways the City is working to grow the downtown area while maintaining local historic roots. For example, in April 2021 the old Garrison Windmill was relocated and restored to its former glory as a representation of the City's past. The structure stood for 100 years behind an old filling station, serving the nearby businesses. In an announcement on the Visit Buda website, the symbol of the windmill is described: "in the early years if you looked to the windmill, you knew you would find either an ice-cold drink, delicious burger, or a place to play some mini golf — and a friendly face ready to help you do all three. The Garison family was known for their contributions to the community, and in addition to running the filling station, they also owned a miniature golf course, burger stand known as the Tiny Tavern, and held youth dances all under the windmill."⁷ A local business owner, and relative of the Garison family, saw the windmill in disrepair and sought to bring it back to life, and donated it to the City. With funds from the DIG and the Tourism Department, it was restored and moved to a new, more prominent location in Downtown Buda. Now it serves as a welcoming landmark across the street next to the future Buda Welcome Center.



Figure #.# Old Garison Windmill restoration, Buda, TX
Source: <https://smcorridornews.com/buda-restores-and-relocates-old-garison-windmill/>

develop a new urban design code for downtown and other key districts to promote healthy mixes of land uses that are compatible and complementary.

When establishing new or improving existing developments, the City should develop and adopt new standards to minimize the detrimental appearance of accessory utility equipment (i.e. transformers, cable cabinets, telephone cabinets, utility meters, valves, etc.) by integrating them into less prominent areas of the site design or by screening them.

A distinctive part of many towns is the unique wayfinding and signage. These features create an identifiable brand and character that helps the community stand out and guides visitors and residents around the area. Thus, Caldwell should strongly encourage wayfinding mechanisms and other placemaking features in existing and commercial districts. Light fixtures and street furniture in the public right-of-way that complement established or evolving cultural or design districts will also help enhance the character of Caldwell.

Additionally, to improve access and safety, Caldwell should concentrate access for new retail development at shared primary entrance points that are aligned with access points directly across intersecting roads while limiting curb cuts on primary highways and arterials. The City should also develop industrial development standards and guidelines, including landscaping and screening along major streets and edges of industrial areas, locating higher intensity industries away from neighboring uses, and standards that address building appearance and placement, outdoor storage, and buffering of high-impact site elements. While all new development takes place, Caldwell should prioritize the preservation of existing rural residential character in new areas of rural development.

Downtown Caldwell is an important hub for the social and commercial culture of the community. It was identified as a key priority

for development during the community engagement process. Thus, the City needs to prioritize the revitalization of Downtown Caldwell while preserving its historic character. A Downtown Design Plan would help Caldwell outline design recommendations and revitalization priorities. Similarly to this Comprehensive Plan, a Downtown Design Plan would help the City identify key development and revitalization opportunities on a more focused scale while potentially opening up opportunities for funding specifically for historic preservation and downtown revitalization. This plan should include clear design standards/guidelines for historic areas to help in creating a cohesive aesthetic while preserving the historic integrity of the community.

There are a number of sites that are currently listed on the National Register of Historic Places, but the City should work with property owners to identify and define additional sites to be listed on the Register. Because of the number of historic sites in and around the downtown, the City should establish certain areas of Downtown Caldwell as a dedicated historic district to help preserve the history and integrity of the community. Funding and incentives should be used to retrofit and preserve historic buildings to help maintain the history and character of the community. These and other identified historic resources should be inventoried and updated through partnerships with property owners.

It is important that the City ensure that new development enhances the quality of life in Caldwell, and will be compatible with existing land uses in terms of use, density, building heights, scale, and offsite effects. When expansion is going to occur, the City should coordinate planning efforts with school districts to attempt concurrent land purchases for schools and parks. Further, Caldwell should encourage unified planning for all adjoining land owned or controlled by a project's developer to ensure proper circulation and land use relationships.

When the City is making decisions on locations for development, locations should be prioritized where facilities, infrastructure, and services have capacity and in areas where the Police and Fire Departments are best able to respond. Additionally, Caldwell should seek opportunities to co-locate new public projects, such as libraries, fire stations, parks, and recreation centers near compatible civic uses such as schools and campuses to create nodes of activity and services.

influx of people will likely affect Caldwell due to its proximity.

To further create nodes of services and activity, it is recommended that Caldwell ensure all homes are within walking distance of a park based on level of service standards for each urban land use typology by updating codes and regulations, including ADA compliance, for new construction and by improving connections and access between existing parks and neighborhoods.

Encourage the integration and mixing of land uses in urban areas and integrate a variety of home sizes at neighborhood scales to avoid concentrations of low-income households by encouraging income diversity within neighborhoods. Additionally, the City should encourage the integration of multifamily units into neighborhoods with mixes of housing types or in mixed-use developments to avoid concentrations of apartment complexes. It is recommended that Caldwell identify, evaluate, and mitigate challenges associated with neighborhoods where housing values are rising quickly in response to public investment. As development increases, the City will need to explore solutions to manage gentrification and market burdens that are less resilient to changing market conditions. Additionally, with the expected growth of the Texas A&M University - RELLIS Campus, Caldwell should seek to begin a partnership and discussion with the Board of Directors of the campus to be involved in and informed on the RELLIS Campus Master Plan and future growth potential. Sensing that the RELLIS Campus will likely grow with government manufacturing and testing of emerging technologies and industries, the

Community Character/ Land Use

Community Character/ Land Use		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
Goal 3.1 Enhance the community’s character and manage growth and development.												
Objective 3.1.1 Utilize a planning commission to guide the implementation of the comprehensive plan through active community engagement and outreach.	Action 3.1.1.1 Establish a planning commission that will oversee growth and development of the community while serving as the guiding body for the implementation of the Comprehensive Plan.		X									CC, CA, CS, PC, CMPTF
	Action 3.1.1.2 Create committees, as recommended within the comprehensive plan to facilitate actions.	X										CC, CA, CS, PC, CMPTF, CDS
	Action 3.1.1.3 Promote a community involvement program that works to ensure protection from adverse development impacts.		X									CC, CA, CS, CMPTF, PC, CDS
	Action 3.1.1.4 Initiate innovative city planning practices through community engagement meetings that focus on place-based solutions through collaborative meetings that address multi-stakeholder interests and concerns.	X										CC, CA, CS, CMPTF, PC, CDS
	Action 3.1.1.5 Learn and engage with community members to build trust within the community; take in and acknowledge the past and ensure open communication and solutions to learn from and grow moving forward.	X										CC, CA, CS, CMPTF, PC, CDS
	Action 3.1.1.6 Conduct inclusive outreach so that the full community participates while ensuring all voices are heard and considered by decision makers. Prioritize contributions and input from the community, document and follow-through is necessary to demonstrate community empowerment.	X										

Community Character/ Land Use

Community Character/ Land Use		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
	Action 3.1.1.7 Integrate multiple ways for community engagement through targeted outreach and in-person meetings. Ensure marginalized and underserved community voices are considered and heard while providing resources that meet communication gaps within the community.	X										CC, CA, CS, CMPTF, PC, CDS	
	Action 3.1.1.8 Establish partnerships with organizations within the community to ensure well organized meetings, that are able to effectively communicate and acknowledge the environment and participation of the community members.	X										CC, CA, CS, CMPTF, PC, CDS	
	Action 3.1.1.9 Identify potential stakeholders in order to conduct engagement efforts that are aligned and focused on a common goal to ensure different perspectives and quality data-collection.	X										CC, CA, CS, CMPTF, PC, CDS	
	Action 3.1.1.10 Prioritize building trust within the community through active listening, effective communication, and ongoing outreach between the city and key stakeholders.	X										CC, CA, CS, CMPTF, PC, CDS	
	Action 3.1.1.11 Perform annual community needs assessment based on the comprehensive plan's actions and priorities.	X										CDS, CA, CS	
	Action 3.1.1.12 Develop strategic planning session recommendations annually using the community needs assessment results.	X										CA, DH, CC, CS	
	Action 3.1.1.13 Host a strategic planning session to prioritize goals for the upcoming fiscal year.	X										CC, CA, CS, DH	

Community Character/ Land Use

Objective	Action	Timeframe	Action Type	Responsible Parties	Funding
Objective 3.1.2 Prioritize areas for infill and redevelopment in under utilized areas of the community	Action 3.1.1.14 Every 5 years conduct an evaluation of the plan and produce an evaluation and appraisal report.	X		CC, CA, CS, DH	
	Action 3.1.1.15 Every 10 years conduct an update of the plan using the community needs assessment data, five year evaluation, and appraisal reports.	X		CC, CA, CS, DH	
	Action 3.1.2.1 Guide land development through the proactive and strategic installation of infrastructure to accomplish sustainable development and accommodate growth.	X		CC, CA, CDS, PW	CDBG, RAISE, CIG, Community Development Fund
	Action 3.1.2.2 Encourage redevelopment and infill development on vacant, underutilized, and brownfield sites throughout the City.	X		CC, CA, CDS, PW	CDBG, RAISE, CIG, Community Development Fund
	Action 3.1.2.3 Prioritize Infill Development and Revitalization in the Downtown area to increase pedestrian accessibility and aesthetic continuity.	X		CDS, MSAB, CC	CDBG, RAISE, CIG, Community Development Fund
	Action 3.1.2.4 Consider fee waivers for building construction and/or redevelopment in identified infill zones.	X		CC, CDS, PW	CDBG, RAISE, CIG, Community Development Fund
	Action 3.1.2.5 Catalyze the rehabilitation of abandoned structures by amending codes to facilitate the adaptive reuse of existing buildings for residential use.	X		CDS, PW	CDBG, RAISE, CIG, Community Development Fund
	Action 3.1.2.6 Implement and monitor a mapping system that allows real time updates of infill and properties primed for development potential.	X		CDS, CA, PW	CDBG, RAISE, CIG, Community Development Fund

Community Character/ Land Use

Objective	Action	Timeframe	On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	Responsible Parties	Funding
Objective 3.1.3 Improve the efficiency of City services and promote fiscal sustainability for future growth	Action 3.1.3.1 Work with regional communities to discuss growth and market trends, in order to monitor and understand the regional impacts and be more adaptive.	X											CA, CDS, BV-COG	
	Action 3.1.3.2 Every 3-5 years update the State of the Community Report to keep an up to date record of progress and the current state of the community.	X											CC, CMPTE, CA, CDS	
	Action 3.1.3.3 Train city staff and council to understand fiscal analysis and how it relates to infrastructure provision associated with development decisions.	X											STAFF, CA, CC	
	Action 3.1.3.4 Keep capital improvement plans and asset management current and include appropriate development projections based on the State of Community Report.	X											PC, CA, CDS, DH	
	Action 3.1.3.5 Conduct an fiscal impact analysis to determine the overall costs and revenues that would result in property investments.				X								CA, CDS, CS	
	Action 3.1.3.6 Develop an annexation plan and ensure infrastructure is available to support growth, especially in areas with high development potential.			X									CA, CDS, CS	
	Action 3.1.3.7 Market and ensure transparency with plans for growth, infrastructure and annexation to build trust within the city and surrounding rural areas.				X								CA, CDS, CS, M&C	

Community Character/ Land Use

Community Character/ Land Use		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding	
Objective 3.1.4. Ensure high quality neighborhoods by updating city ordinances, policies and other development regulations to minimize adverse impacts on surrounding areas.	Action 3.1.4.1 Update subdivision regulations to ensure high quality development standards in line with the comprehensive plan.	X	X									CA, CS, CDS, ES	
	Action 3.1.4.2 Every 3-5 years assess the City's building codes to ensure that they are maintained and up to date as to provide a safe and resilient community.											CA, CDS, PW, ES	
	Action 3.1.4.3 Increase development review and code enforcement capacity to promote visual appeal and avoid conflicting land uses.		X									CA, CDS, PW, ES, CE	
	Action 3.1.4.4 Establish standards and guidelines that ensure all developments are pedestrian-friendly at street frontages and property lines.		X			X						CA, CDS, PW, ES	CDBG, RAISE, CIG, Community Development Fund, SRTS, STBG, TEAs, WFC
	Action 3.1.4.5 Update subdivision regulations to determine the number of entries into a residential development based on number of lots in order to improve connectivity of the roadway network and access for emergency response.			X			X					PD, FD, CA, CDS, PW, ES	CDBG, RAISE, CIG, Community Development Fund, SRTS, STBG, TEAs, WFC
	Action 3.1.4.6 Ensure the compatibility and appropriateness of development in Planned Unit Developments (PUDs) and establish a procedure to ensure that PUDs build-out according to the approved plans.		X									CA, CDS, PW, ES	
	Action 3.1.4.7 Utilize PUD regulations as a development tool to increase density and housing types in developments, to ensure a mixed market.			X								CA, CDS, PW, ES	

Community Character/ Land Use

[illegible]

Community Character/ Land Use

Objective	Action	On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	Responsible Parties	Funding
	Action 3.2.1.3 Promote the use of native and drought-tolerant plants.	X										CA, CDS, PW, ES	Community & Recovery Tree Planting Grants, Union Pacific Community-based Grant Program, Community & Recovery Tree Planting Grants
	Action 3.2.1.4 Establish low impact development requirements and use design practices that minimize the need for supplemental irrigation.			X								CA, CDS, PW, ES	
	Action 3.2.1.5 Increase the number of trees and landscaped islands required in parking lots.				X							CA, CDS, PW, ES, P&R	Community & Recovery Tree Planting Grants, Union Pacific Community-based Grant Program, Community & Recovery Tree Planting Grants
	Action 3.2.1.6 Reduce the impact by discouraging the use of invasive species in developments.				X							CA, CDS, P&R, TPWFS, DHB	
	Action 3.2.1.7 Incorporate natural features (such as ponds, streams, stands of mature trees, and sizable individual trees) into the design of all residential, commercial, and industrial projects.	X										CA, CDS, PW, ES, P&R, DHB	CDBG, RAISE, CIG, Community Development Fund, SRTS, STBG, TEAs, WFC

Community Character/ Land Use

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
Objective 3.2.2 Provide regulations that encourage development away from flood hazard areas and increase mitigation strategies to preserve the integrity of natural areas.	Action 3.2.2.1 Enforce floodplain development permits and elevation certificate requirement for all development/construction in the special flood hazard areas.	X									P&I, PW, CDS, CA, CC	Downtown Revitalization and Main Street Programs, HOPEIV, RAISE, Community & Recovery Tree Planting Grants
	Action 3.2.2.2 Amend the flood damage and prevention ordinance to establish a freeboard requirement of 2 feet for all construction within special flood hazard areas, especially the 100 year floodplain.		X								CDS, CA, CC, CS, PW	
	Action 3.2.2.3 Establish a policy for developments in the 100-year and 500-year floodplains to require onsite flood mitigation, or require a fee in lieu to provide regional flood mitigation strategies.			X		X					CDS, CA, CC, CS, PW	
	Action 3.2.2.4 Based on the Hazard Response and Emergency Operations plan, develop policies that promote development outside of identified hazard zones (flood, fire, hazmat, etc.)				X						CDS, CA, CC, CS, PW	
	Action 3.2.2.5 Any existing or newly permitted public facilities and services should be required to avoid present or future hazard areas.			X							CDS, CA, CC, CS, PW, P&I	Downtown Revitalization and Main Street Programs, HOPEIV, RAISE, Community & Recovery Tree Planting Grants, Texas Preservation Trust Fund Grant Program, Federal Historic Preservation Tax, Historic Preservation Fund

Community Character/ Land Use

Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
	Action 3.2.2.6 Examine the feasibility for the city to participate in buyouts to acquire structures in areas that are prone to flooding.				X							CDS, CA, CC, CS	Downtown Revitalization and Main Street Programs, HOPEIV, RAISE, Community & Recovery Tree Planting Grants, Texas Preservation Trust Fund Grant Program, Federal Historic Preservation Tax, Historic Preservation Fund
	Action 3.2.2.7 Explore opportunities for the city to assist in relocation efforts for buyouts.				X							CDS, CA, CC, CS	
Goal 3.3 Strengthen Caldwell's sense of place and enhance local character.													
Objective 3.3.1 Promote standards that enhance the existing character of the community, while providing continuity with new development.	Action 3.3.1.1 Exercise transparency through marketing and communication for proposed developments that impact surrounding neighborhoods and promote inclusive neighborhood design.	X										M&C, CDS, CA, CC	
	Action 3.3.1.2 Assess current building and land aesthetic when new development is proposed.	X										CDS, P&I, PW, MSAB	
	Action 3.3.1.3 Develop a new urban design code for downtown and other key districts to promote healthy mixes of land uses that are compatible and complementary		X									CDS, P&I, PW, MSAB	

Community Character/ Land Use

Objective	Action	Timeframe	Action Type	Responsible Parties	Funding
	Action 3.3.1.3 Develop and adopt new standards to minimize the detrimental appearance of accessory utility equipment by integrating them into less prominent areas of the site design or by screening them.		X		CDS, CA, CC, CS, PW, P&I, MSAB
	Action 3.3.1.4 Strongly encourage wayfinding mechanisms and other placemaking features in new and existing commercial districts.		X		CDS, CA, CC, CS, PW, P&I, MSAB
	Action 3.3.1.5 Use light fixtures and street furniture in the public right-of-way that complement established or evolving cultural or design districts		X		CDS, CA, CC, CS, PW, P&I, MSAB
	Action 3.3.1.6 Concentrate access for new retail development at shared primary entrance points. Primary entrance points should be aligned with access points immediately across intersecting roads. Limit curb cuts on primary highways and arterials.		X		CDS, CA, PW, P&I, ES
	Action 3.3.1.7 Develop industrial development standards and guidelines, including landscaping and screening along major streets and edges of industrial areas, locating higher intensity industries away from neighboring uses, and standards that address building appearance and placement, outdoor storage, and buffering of high-impact site elements.		X		CDS, CA, PW, P&I, ES
	Action 3.3.1.8 Preserve the existing rural residential character in new areas of rural development.		X		CDS, CA, CC, CS
	Action 3.3.2.1 Develop a downtown master plan to outline design recommendations and revitalization priorities.	X			CMPTF, MSAB, CDS, ES
	Action 3.3.2.2 Provide clear design standards for historic preservation.		X		MSAB, CDS

Community Character/ Land Use

Objective	Action	On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	Responsible Parties	Funding
Objective 3.3.2 Prioritize the revitalization of Downtown Caldwell while preserving its historic character.	Action 3.3.2.1 Develop a downtown master plan to outline design recommendations and revitalization priorities.		X									CMPTF, MSAB, CDS, ES	
	Action 3.3.2.2 Provide clear design standards/guidelines in historic areas.			X					X			MSAB, CDS	
	Action 3.3.2.3 Work with property owners to identify and define sites that should be listed on the National Register of Historic Places.				X				X			CDS, PO, BC-HS, MSAB	
	Action 3.3.2.4 Establish Downtown Caldwell as a dedicated historic district to help preserve the history and integrity of the community.			X								CDS, PO, BC-HS, MSAB	
	Action 3.3.2.5 Pursue Grant Opportunities for Historic Preservation and Downtown Revitalization.	X										CDS, PO, BC-HS, MSAB	
	Action 3.3.2.6 Incentivize historical buildings to be retrofitted and preserved to help maintain the history and character of the community.				X							CDS, PO, BC-HS, MSAB	
	Action 3.3.2.7 Update existing historic resource inventory by partnering with property owners.	X										CDS, PO, BC-HS, MSAB	
Objective 3.3.3 Ensure that new development enhances the quality of life in Caldwell, and will be compatible with existing land uses in terms of use, density, building heights, scale, and offsite effects.	Action 3.3.3.1 Coordinate planning efforts with school districts to attempt concurrent land purchases for schools and parks.		X									CISD, CDS, CA, DHB, PO	
	Action 3.3.3.2 Encourage unified planning for all adjoining land owned or controlled by a project's developer to ensure proper circulation and land use relationships.	X										CDS, CA, DHB, PO	

Community Character/ Land Use

Community Character/ Land Use		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding	
	Action 3.3.3.3 Prioritize and concentrate development where facilities, infrastructure, and services have capacity and in areas where the Police and Fire Departments are best able to respond.			X								CDS, CA, DHB, PO, PD, FD, BCEM	
	Action 3.3.3.4 Seek opportunities to co-locate new public project, such as libraries, fire station, parks, and recreation centers near compatible civic uses such as schools and campuses to create nodes of activity and services				X							CDS, CA, DHB, PO, CMPTF	
	Action 3.3.3.5 Ensure all homes are within walking distance of a park based on level of service standards for each urban land use typology by updating codes and regulations for new construction and by improving connections and access between existing parks and neighborhoods.	X										CDS, CA, DHB, PO, P&R, CMPTF	
	Action 3.3.3.6 Encourage the integration and mixing of land uses in urban areas	X										CDS, CA, DHB, PO, CMPTF	
	Action 3.3.3.7 Integrate home sizes and types at neighborhood and scales to avoid concentrations of low-income households by encouraging income diversity within neighborhoods		X									CDS, CA, DHB, PO, CMPTF	Choice Neighborhoods Implementation Grant Program, CDBG, HOME Program, Housing Preservation & Revitalization Demonstration Loans and Grants, Multifamily Direct Loan Program, Neighborhood Stabilization Program

Community Character/ Land Use

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4 HOUSING



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OVERVIEW

Planning for housing is an essential part of the development of a city as it affects and is affected by the other aspects such as the economy, transportation, environment and community facilities. The City of Caldwell is poised for future growth, with the establishment of the Texas A&M University – RELLIS campus and the movement of people from urban centers, seeking a more slow-paced life in rural communities.

This chapter outlines the current state of Caldwell’s housing stock and outlines the City’s goals for accommodating potential residents while ensuring and improving the quality of life of current community members.

EXISTING CONDITIONS

Housing Stock

To understand the housing stock of Caldwell, several characteristics must be considered, including the number and distribution of housing units and their age, type, value, occupancy, and tenure (owner-occupied or rented). Table 5.1. shows the comparison of housing stock in Caldwell, Burleson County, and Texas in relation to their respective population based on the 2018 American Community Survey 5-year estimates. The occupancy rate in Caldwell is notably higher than that of both the county and state. Households in Caldwell and Burleson County are on average smaller than those of Texas as a whole, with a mean household size of 2.85 persons in Caldwell and 2.64 persons in Burleson County, versus a state average of 2.92 persons. In Caldwell, 23.9% of households, and 19.7% of households in Burleson County, are made up of four or more people, compared to 27% of Texas households.

In recent decades, Caldwell has experienced a steady growth in its housing stock. This is evidenced by a high of 35 building permits issued

1,685

TOTAL HOUSING UNITS

59.3%

OWNER OCCUPIED

40.7%

RENTER OCCUPIED

\$112,000

MEDIAN PROPERTY VALUE



Photo by David Watson

for single-family homes in 2012 and a low of one permit in 2015. Figure 5.1 compares the number of building permits issued by year in Caldwell and Burleson County over three decades. For most of the last 25 years, Caldwell has maintained a lower rate of building permit issuance than the Texas average, with the exception of brief spikes in 2001 and from 2009 to 2012. The total number of building permits issued in Burleson County includes those granted by Snook and Somerville, which have ranged from 0 to 11 per year.

Figure 5.2 shows the age of housing stock in Texas, Burleson County, and Caldwell based on 2018 ACS data. The graph shows a marked dip

in housing construction in the city, county, and state since 2010 which could be attributed to the market crash during that period of time. In general, residents of Caldwell and Burleson County seem to show greater permanence than the Texas average, with the average household moving into their current residence before 2010 (as of 2018).

Figure 5.3. charts how long residents of Caldwell, Burleson County, and Texas have lived at their current residence. For Texas as a whole, the average household moved in between 2010 and 2014. Notably, the percentage of households who have lived in the same address since 1989 or earlier is significantly higher in Caldwell

Table 5.1: Population and Housing Stock			
HOUSING STOCK	Texas	Burleson County	Caldwell
Population	27,885,195	17,863	4,302
Total housing units	10,769,900	9,109	1,685
Occupied housing units	9,553,046	6,754	1,509
Mean number of persons per occupied housing unit	2.92	2.64	2.85
Occupancy rate	88.7%	74.1%	89.6%
Source: U.S. Census Bureau, 2018. Table S0601.			

Building Permits Issued by Year

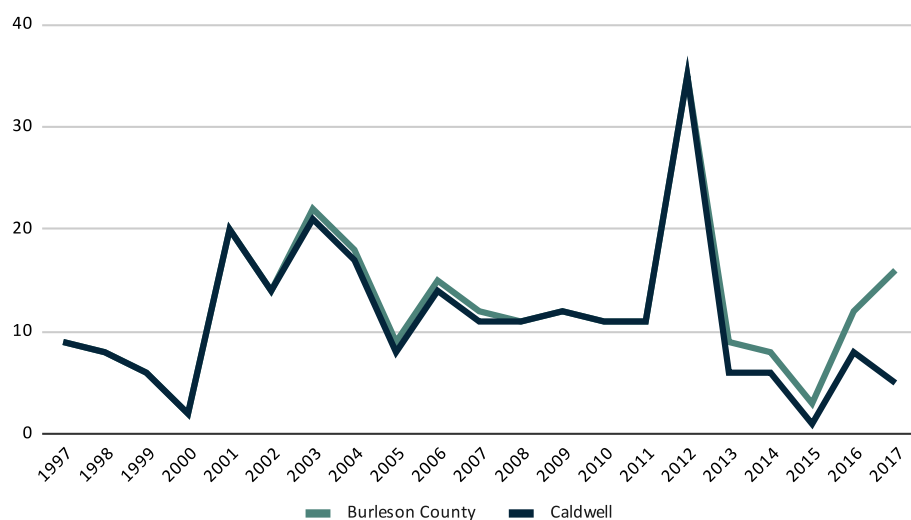


Figure 5.1: Building Permits Issued by Year. Source: City-Data.com (n.d.).

Year Housing Units Built (%)

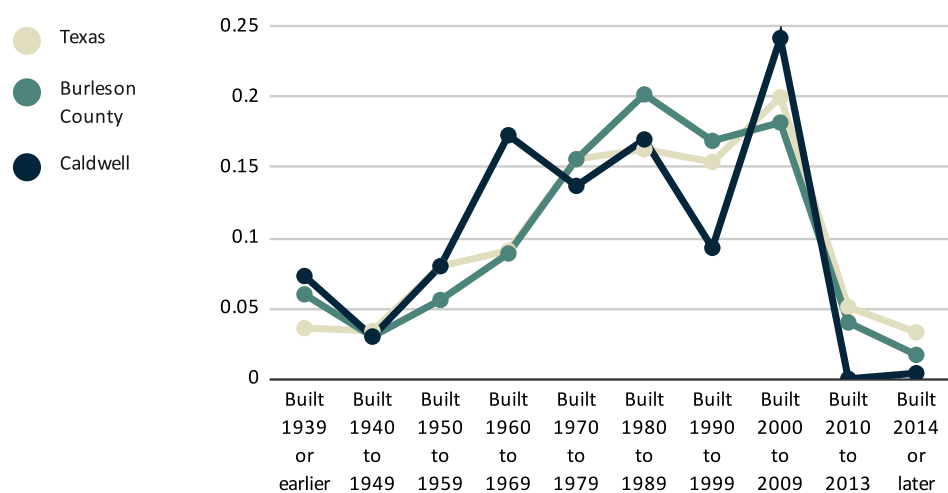


Figure 5.2: Age of Housing Stock. Source: U.S. Census Bureau, 2018. Table DP04

Year Moved In (%)

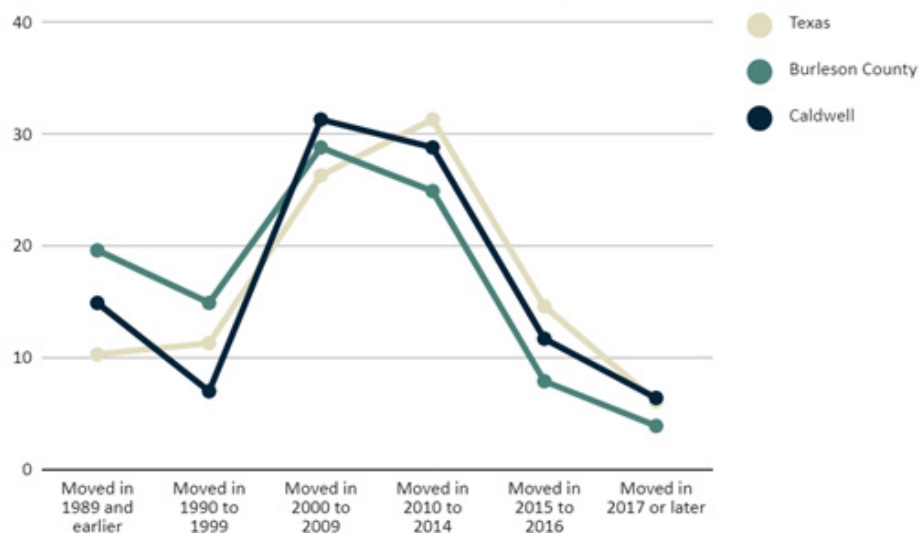


Figure 5.3: Year Moved into Current Residence. Source: U.S. Census Bureau, 2018. Table DP04

(14.9%) and Burleson County (19.6%) than for Texas as a whole (10.3%). In Burleson County, the percentage of households who have moved since 2009 is particularly low at 36.7%, as compared to 46.9% in Caldwell and 52% for all of Texas.

Household Types

According to 2018 ACS statistics, married-couple families made up about half of all households in Caldwell, Burleson County, and Texas. Single-parent households accounted for 13.9% of Caldwell households and 14.7% of Burleson County households, slightly less than the state average of 19%.

Caldwell and Burleson County had a lower proportion of associated children under the age of 18 than the state average (36.7%) with 32.1% and 25.7%, respectively. In all cases, fewer than 5% of families were sharing a home with children who were not their own.

Household types for Texas, Burleson County, and Caldwell are displayed in Figure 5.4. Caldwell has a higher percentage of nonfamily living and persons living alone compared to Texas and Burleson County. Nonfamily households

with multiple people may reflect roommate situations that tend to be more common in cities and college towns than in smaller towns and rural areas. Individuals in these families were typically under the age of 35. In contrast to 9.5% of Texas households, 11.9% of Caldwell households and 15.6% of Burleson County households were married couples over 65 years old. In Texas and Burleson County, the majority of single heads of households over 65 were female, while in Caldwell, the majority of these household heads were male.

The most prevalent housing type, according to 2018 ACS data, was single-family detached, which accounted for approximately two-thirds of housing units at all levels of study, as shown in Figure 5.5. Single-family detached homes are those that sit on their own lot without sharing any walls with another home or building, while attached homes share a wall on both sides with another home. This housing type comprised 65.2% of housing units in Texas, 63.9% in Burleson County, and 69.3% in Caldwell. In Caldwell, 17.5% of homes were in multi-family buildings. One third of multifamily buildings were duplexes and roughly half contained three to nine units. Of the homes in Caldwell, 13.3% were mobile or manufactured homes,

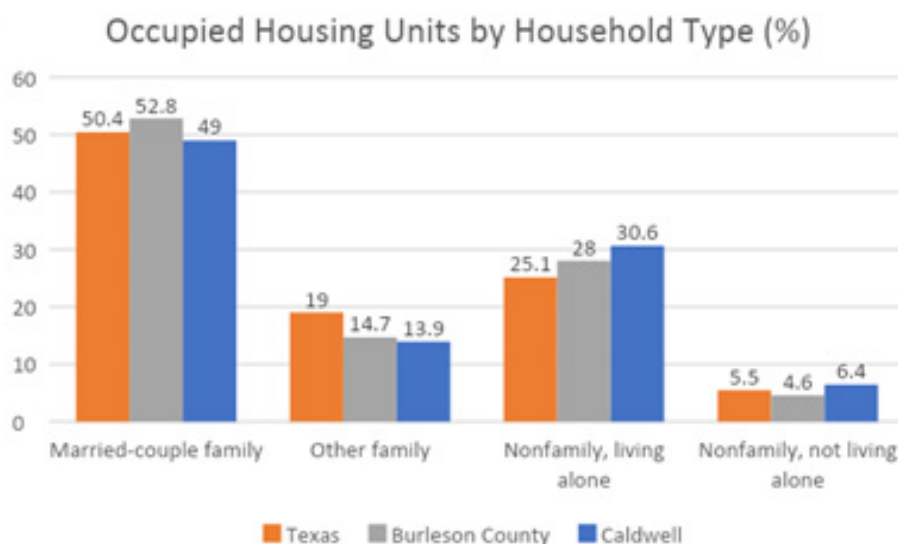


Figure 5.4: Households by Type. Source: U.S. Census Bureau, 2018. Table S2501

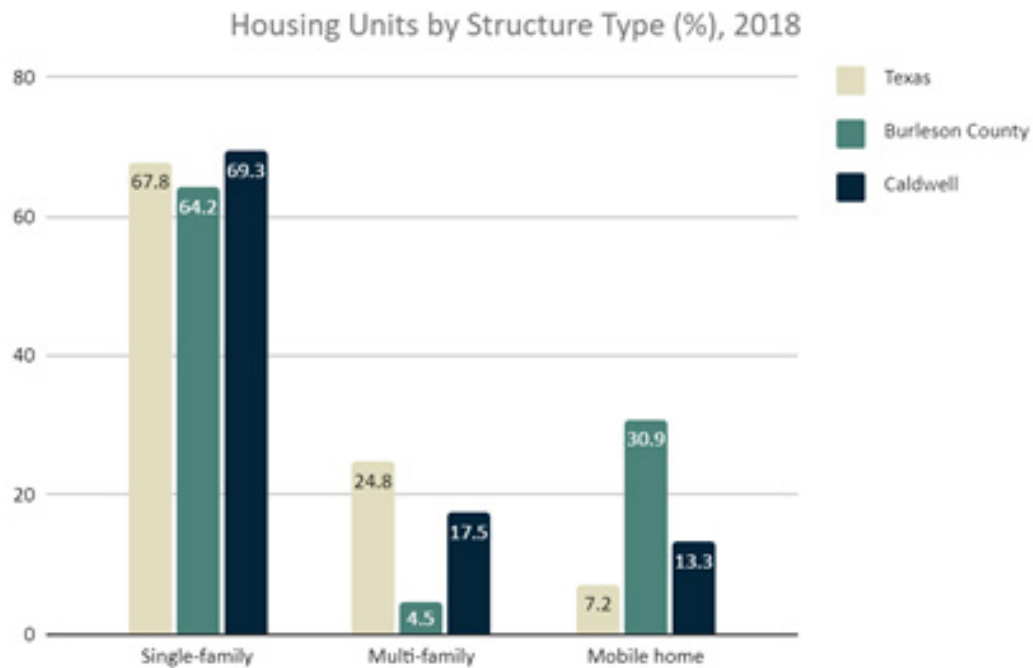


Figure 5.5: Housing Units by Structure Type. Source: U.S. Census Bureau, 2018. Table DP04

which was higher than the statewide figure of 7.2% but significantly lower than rural Burleson County (30.9%).

As of early 2021, the majority of new housing construction was in the form of single family homes between 1200 and 1800 square feet, valued at \$95,000-\$140,000, with an average of 6 building permits issued per month.¹



Figure 5.6b Multi-family
Photo by Madeline Patton



Figure 5.6a Mobile Home
Photo by Madeline Patton



Figure 5.6c Single-family
Photo by Madeline Patton



Figure 5.6d Single-family
Photo by Madeline Patton

Housing Tenure

Housing tenure can provide insight to the health of a community. If insufficient rental housing is available near employment centers, new residents may need to find housing elsewhere and commute. In areas where almost all residents are renters, neighborhood identity may be less stable due to a more transient population. Areas of high vacancy may indicate underlying problems with housing or local services and require more attention from city staff. Caldwell's housing tenure seems to closely resemble the average tenure of the state of Texas (Figure 5.7). 61.4% of residents own their home, while 38.6% of residents rent their home. In the city about one in ten homes are vacant, less than in rural areas of the county, which sees an overall vacancy rate of just over 25%.

In 2018, an estimated 10.4% of homes in Caldwell were vacant. This may include significant numbers of seasonal or part-time residences as well as homes used for storage, undergoing repairs, foreclosed, or otherwise unable to be occupied due to legal proceedings.²

The average household size of an owner-occupied housing unit in Caldwell was about 2.77 individuals, smaller than the Texas average of 2.99 people (Table 5.2). The average household size for renter-occupied units was 2.69, larger than the Texas average, but smaller than the average household renting in Burleson County.

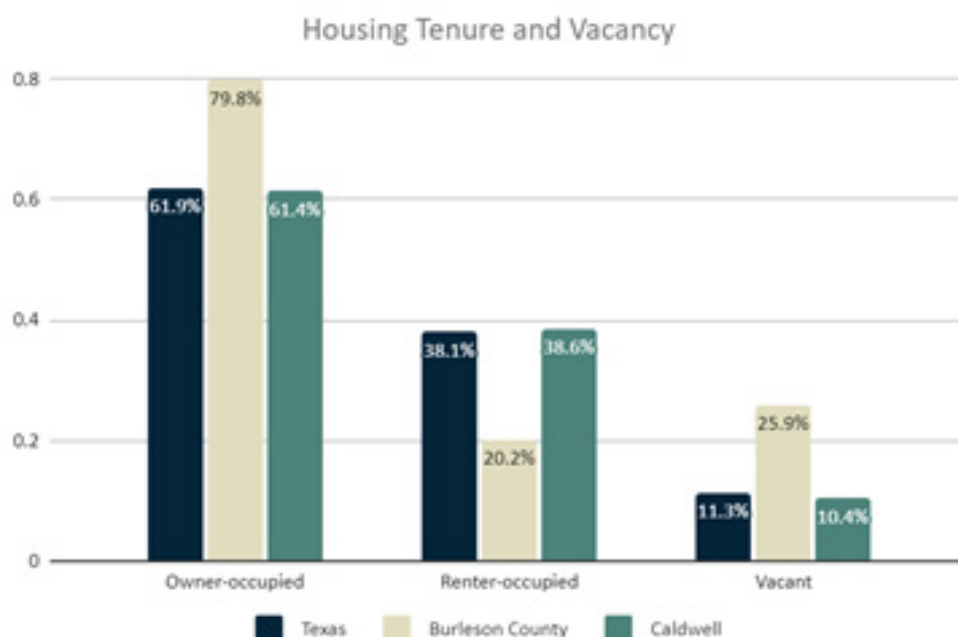


Figure 5.7: Housing Tenure and Vacancy Rates. Source: U.S. Census Bureau, 2018. Table DP04

HOUSING OCCUPANCY	Texas		Burleson County		Caldwell	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Total housing units	10,769,900	100.0%	9,109	100.0%	1,685	100.0%
Occupied housing units	9,553,046	88.7%	6,754	74.1%	1,509	89.6%
Vacant housing units	1,216,854	11.3%	2,355	25.9%	176	10.4%
For rent	308,747	25.4%	6	0.3%	0	0.0%
Rented, not occupied	57,160	4.7%	49	2.1%	0	0.0%
For sale only	95,712	7.9%	71	3.0%	0	0.0%
Sold, not occupied	51,988	4.3%	69	2.9%	33	18.8%
Seasonal, recreational, or occasional use	251,097	20.6%	1,147	48.7%	33	18.8%
For migrant workers	2,974	0.2%	0	0.0%	0	0.0%
Other vacant	449,176	36.9%	1,013	43.0%	110	62.5%
Homeowner vacancy rate	1.6%		1.3%		0.0%	
Rental vacancy rate	7.7%		0.4%		0.0%	

Source: U.S. Census Bureau, 2018. Tables DP04 and B25004

Table 5.3: Housing occupancy by tenure

HOUSING TENURE	Texas		Burleson County		Caldwell	
Owner-occupied	5,917,771	61.9%	5,390	79.8%	926	61.4%
Owner-occupied with a mortgage	3,421,912	57.8%	1,718	31.9%	318	34.3%
Owner-occupied, no mortgage	2,495,859	42.2%	3,672	68.1%	608	65.7%
Renter-occupied	3,635,275	38.1%	1,364	20.2%	583	38.6%
Avg. household size, owner-occupied	2.99		2.59		2.77	
Avg household size, renter-occupied	2.64		2.73		2.69	

Source: U.S. Census Bureau, 2018. Table DP04

Housing Affordability

Housing affordability presents the most pressing housing issue facing planners, policymakers, and nonprofits in cities and communities across the United States. Although it bears a myriad of definitions, housing affordability is generally understood to denote the relationship between home price or rent and household (or family) income. In this sense, housing affordability measures the relationship between housing supply and household demand for housing. Demand-side factors that affect housing affordability include:

1. Demographics (population growth, household composition—i.e., household size, the age of the householder(s), residential mobility, etc.),
2. Conditions in the labor market (income and wages, taxation—including the marginal tax rate, the unemployment rate, etc.),
3. For homeowners, changes in the cost of borrowing mortgage credit (changes in the mortgage interest rate), and
4. Consumer tastes and preferences (the housing type—single-family, condo, townhome, etc.—demanded by households, preferred location of housing, etc.)

While cities and communities play a role in determining the former two attributes, the third factor acts primarily as a function of the federal government (i.e., the Federal Reserve, which sets interest rates). The fourth attribute

stems from the individual consumer (and tends to vary considerably among individual consumers). Demographic factors that affect housing affordability differ between urban and rural geographies. Population decline tends to pose a greater concern in rural communities, while the labor market in rural communities may be tied to a single or a small number of industries or employers.

Supply-side factors that affect housing affordability include the:

1. Availability of developable land,
2. Local regulations & zoning (planning constraints, including exclusionary zoning),
3. Construction costs (labor & materials), and
4. Availability of mortgage lending

Rural communities tend to face fewer issues in acquiring developable land and fewer constraints with respect to permitting and zoning. (This acts as a byproduct of the generally lower competition for land from developers in rural communities.) However, rural communities may face more challenges in procuring construction laborers and materials and obtaining mortgage financing.

However, it is imperative to emphasize that while perhaps the most pernicious and pervasive challenge, housing affordability is not the only housing challenge faced by communities. Insufficient income and/or overly high home prices/rents are significant, but certainly

not the sole means by which households may experience housing problems. In fact, communities face a vast (and interrelated) array of housing challenges. In addition to affordability, communities may face issues with:

- Housing quality
- Housing preferences
- Availability of housing units
- Homelessness
- Locational attributes

As a small town, housing costs in Caldwell are lower than the state average, but higher than the county average. At all geographic levels, the median cost for homeowners with mortgages is approximately triple that of owners without a mortgage, with the median rent roughly in the middle of these two values. Burleson County’s median rent is 27% lower than the state average, while Caldwell’s median rent is 23% lower than the Texas average.³ For Caldwell, median real property taxes for housing units with mortgages in 2017 were \$3,009, while median property taxes for units without a mortgage were \$1,104.⁴

As stated in the State of the Community Report for Caldwell, the majority of homeowners without a mortgage and a significant proportion of homeowners with mortgages, as well as renters, spend less than 20% of their monthly income on housing. However, approximately 25% of renters pay more than 35% of their monthly income on housing. This indicates a problem with not enough middle housing for the community.

In 2019, extremely low-income, 2- and 4-person households, which earn more than 30% of area median income, consistently faced a shortage of affordable homes across the three multipliers. This indicates that homeownership was particularly difficult for extremely low-income households to attain. Conversely, the results also generally indicate a shortage of homes affordable to the highest income cohort, market-rate households, which earn at least 121% of area median income. A proportion of

such households spend less than is reasonably affordable to them on a home.

The full Housing Affordability Analysis can be found in the State of Community Report Appendix.

There are a limited number of rental units within the City of Caldwell, and Table 5.4 shows the number of units available by gross rent in 2019, including units in which renters pay cash rent, not those provided for free by friends or family, as well as military housing. Three-quarters (75%) of all rental units in the City of Caldwell rent for \$450 to \$1,249. Nearly one-quarter (22%) of rental units rent for \$450 to \$649. Meanwhile, another one-quarter (28%) of rental units rent for \$650 and \$899. Finally, another one-quarter (25%) rent for \$900 to \$1,249.

Table 5.4. The Number of Rental Units by Gross Rent (2019)	
Monthly Rent	Available Rental Units
Less than \$100	0
\$100-\$499	148
\$500-\$999	320
\$1,000-\$1,999	162

Table 5.5 outlines the comparison between demand and supply of rental housing that are affordable to two-person households by income cohort in 2019, showing that there is an undersupply of rental housing for extremely low-income households, which earn no more than 30% of area median family income. These households can afford to spend no more than \$423 per month on rent. Meanwhile, market-rate households, which earn at least 121% of area median family income, also face an undersupply of rental housing. This is the byproduct of the low proportion of units that rent for at least \$1,645 per month. The results indicate that a high proportion of extremely low-income households (nearly two-thirds)

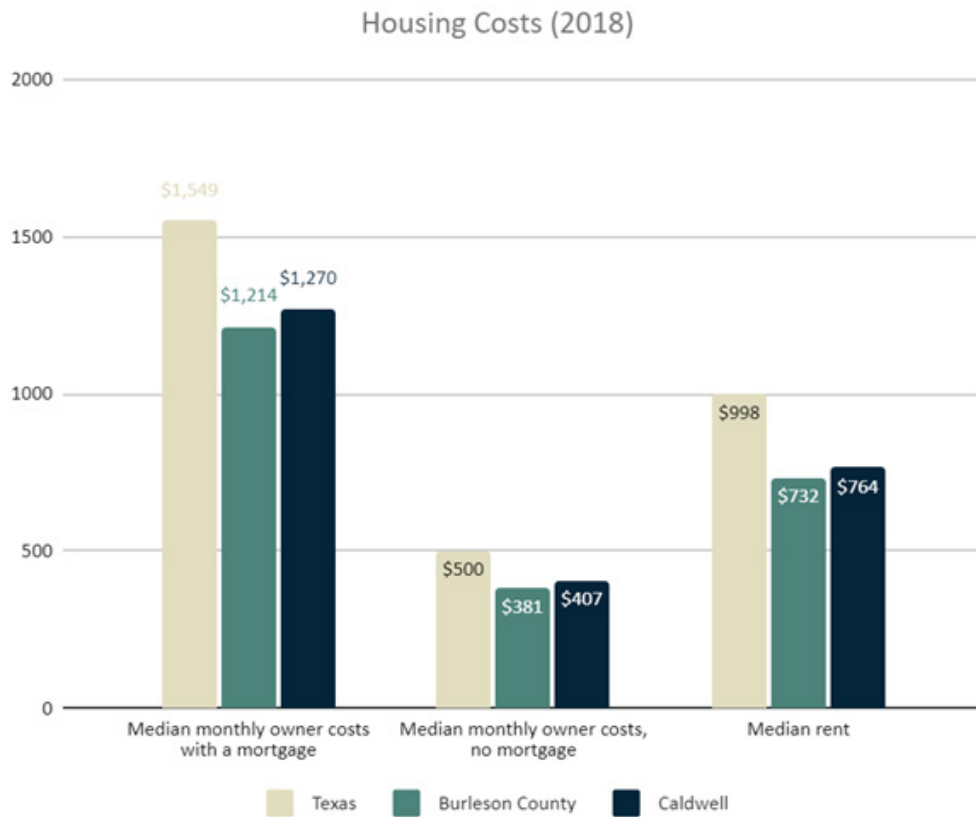


Figure 5.8: Median Monthly Ownership Costs (SMOC) and Rent. Source: U.S. Census Bureau, 2018. Table DP04

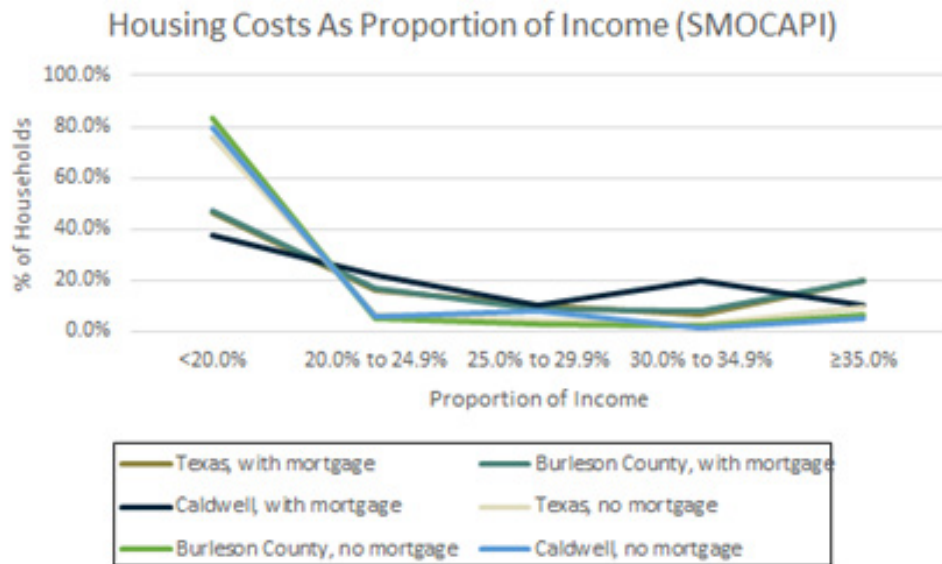


Figure 5.9: Selected Monthly Ownership Costs as Percent of Income (SMOCAPI). Source: U.S. Census Bureau, 2018
Table DP04

Table 5.5 Comparison of the Demand for and Supply of Rental Housing by Income Cohort in the City of Caldwell for Two-Person Families (2019)

Income Cohort		Income Range	Affordable Rent Range	Demand for Rental Housing	Supply of Rental Housing	Oversupply or Undersupply (-) of Rental Units
Extremely Low-Income	\$0 - \$16,910	0 - 30%	\$0 - \$423	24.6%	15.7%	-8.8%
Very Low-Income	\$16,911 - \$27,400	31 - 50%	\$424 - \$685	15.4%	27.8%	12.5%
Low-Income	\$27,401 - \$43,850	51 - 80%	\$686 - \$1,096	23.3%	37.1%	13.9%
Workforce	\$43,851 - \$65,760	81 - 120%	\$1,097 - \$1,644	13.2%	15.6%	2.4%
Market-Rate	\$65,761+	121%+	\$1,645+	23.6%	3.7%	-19.9%

Source: U.S. Census Bureau, author's calculations

spend more than is reasonably affordable to them on rent. In other words, these households “rent up,” whereas a substantial proportion of market-rate households (84.3% percent) spend less than is reasonably affordable to them on rent—i.e., these households “rent down.” Meanwhile, there is an abundance of rental housing affordable to very low-income, low-income, and workforce households.

reasonably affordable to them on rent. In other words, these households “rent down.” Likewise, all market-rate households (100% percent) spend less than is reasonably affordable to them on rent—i.e., these households also “rent down.” Meanwhile, there is an abundance of rental housing affordable to extremely low-income, very low-income, and low-income households.

Table 5.6 depicts the demand for rental units that are affordable for a four-person household within the five income cohorts in Caldwell in 2019. This shows an undersupply of rental housing for workforce households that earn between 80% and 120% (inclusive) of area median family income. These households can afford to spend between \$1,371 and \$2,055 (inclusive) per month on rent. Meanwhile, market-rate households, which earn at least 121% of area median family income, also face an undersupply of rental housing. This is the byproduct of the low proportion of units that rent for at least \$2,056 per month.

Owner-occupied housing affordability broadly falls into two categories: purchase and repayment affordability. Purchase affordability concerns the ability of a household (either a renter or existing owner) to buy a home. As the vast majority of households in the U.S. (including 86% of households in Texas in 2020) rely on mortgage financing to buy a home, the household’s ability to qualify for a mortgage loan is focal to purchase affordability. Meanwhile, repayment affordability refers to the ability of an existing homeowner to maintain timely monthly mortgage payments (i.e., to repay the mortgage).

The results indicate that a proportion of workforce households (27%) spend less than is

The comparison of household demand for ownership to the supply of homes for two-

Table 5.6 Comparison of the Demand for and Supply of Rental Housing by Income Cohort in the City of Caldwell for Four-Person Families (2019)

Income Cohort		Income Range	Affordable Rent Range	Demand for Rental Housing	Supply of Rental Housing	Oversupply or Undersupply (-) of Rental Units
Extremely Low-Income	\$0 - \$25,750	0 - 30%	\$0 - \$644	37.4%	38.0%	0.6%
Very Low-Income	\$25,751 - \$34,250	31 - 50%	\$645 - \$856	13.2%	24.1%	10.9%
Low-Income	\$34,251 - \$54,800	51 - 80%	\$857 - \$1,370	22.2%	30.6%	8.5%
Workforce	\$54,801 - \$82,200	81 - 120%	\$1,371 - \$2,055	10.0%	7.3%	-2.7%
Market-Rate	\$82,201+	121%+	\$2,056+	17.2%	0.0%	-17.2%
Source: U.S. Census Bureau, author’s calculations						

person households by income cohort is shown in Table 5.7. There is a considerable undersupply of homes affordable to the lowest income cohort, extremely low-income households, which can afford a maximum home price of approximately \$40,000. Nearly all—90%—of these households must “buy up,” or spend more than is reasonably affordable to them on a home, to attain homeownership. Conversely, there is an oversupply of homes affordable to very low-income, low-income, workforce, and market-rate households. The oversupply is particularly high for market-rate households, who can afford over \$150,000 on a home.

When it comes to the renters population in the community, the majority of households are spending less than 25% of their income monthly on rent. Residents of Caldwell and Burleson County appear to face less of a financial burden paying for housing than residents of major cities and the average Texan. 40.6% of Caldwell renters, 43.8% of Burleson County renters, and 26.9% of Texas renters pay less than 20% of their monthly income as rent. On the other hand, 25.3% of Caldwell renters, 26.7% of Burleson County renters, and 38.9%

of Texas renters spend 35% or more of their monthly income on rent.⁵ The distribution of rent as a percent of income is shown in Figure 5.10.

The Caldwell Housing Authority operates and manages the 147 public and HUD housing units in Burleson County, of which 120 are located in Caldwell. There are 80 subsidized housing units under the HUD housing program and 50 public housing units in Caldwell.⁶ The Housing Authority, listed under the “Low-Rent” program type, administered a total of 50 Section 8 Vouchers, providing subsidized housing for residents.⁷

Public Feedback

During the public engagement process, community members stated that there is an insufficient amount of housing, with new housing currently available priced above the desired cost range. Public comments about high property taxes and rent stated that it is difficult to find affordable homes or apartments, and that property taxes on new homes are high. Residents want to see the city encourage

Table 5.7 Comparison of the Demand for and Supply of Homes by Income Cohort in the City of Caldwell for 2-Person Families Based on the 25th Percentile Home Price-to-Income Multiplier (2019)

Income Cohort		Income Range	Affordable Rent Range	Demand for Rental Housing	Supply of Rental Housing	Oversupply or Undersupply (-) of Rental Units
Extremely Low-Income	\$0 - \$16,910	0 - 30%	\$0 - \$38,824	24.6%	2.7%	-21.9%
Very Low-Income	\$16,911 - \$27,400	31 - 50%	\$38,825 - \$62,908	15.4%	17.1%	1.8%
Low-Income	\$27,401 - \$43,850	51 - 80%	\$62,909 - \$100,676	23.3%	23.5%	0.2%
Workforce	\$43,851 - \$65,760	81 - 120%	\$100,677 - \$150,980	13.2%	20.8%	7.6%
Market-Rate	\$65,761+	121%+	\$150,981+	23.6%	35.9%	12.3%
Source: U.S. Census Bureau, author's calculations						

Table 5.8 Comparison of the Demand for and Supply of Homes by Income Cohort in the City of Caldwell for 2-Person Families Based on the Median Home Price-to-Income Multiplier (2019)

Income Cohort		Income Range	Affordable Rent Range	Demand for Rental Housing	Supply of Rental Housing	Oversupply or Undersupply (-) of Rental Units
Extremely Low-Income	\$0 - \$16,910	0 - 30%	\$0 - \$46,086	24.6%	11.5%	-13.0%
Very Low-Income	\$16,911 - \$27,400	31 - 50%	\$46,087 - \$74,675	15.4%	14.1%	-1.3%
Low-Income	\$27,401 - \$43,850	51 - 80%	\$74,676 - \$119,507	23.3%	28.8%	5.5%
Workforce	\$43,851 - \$65,760	81 - 120%	\$119,508 - \$179,220	13.2%	19.5%	6.2%
Market-Rate	\$65,761+	121%+	\$179,221+	23.6%	26.1%	2.5%
Source: U.S. Census Bureau, author's calculations						

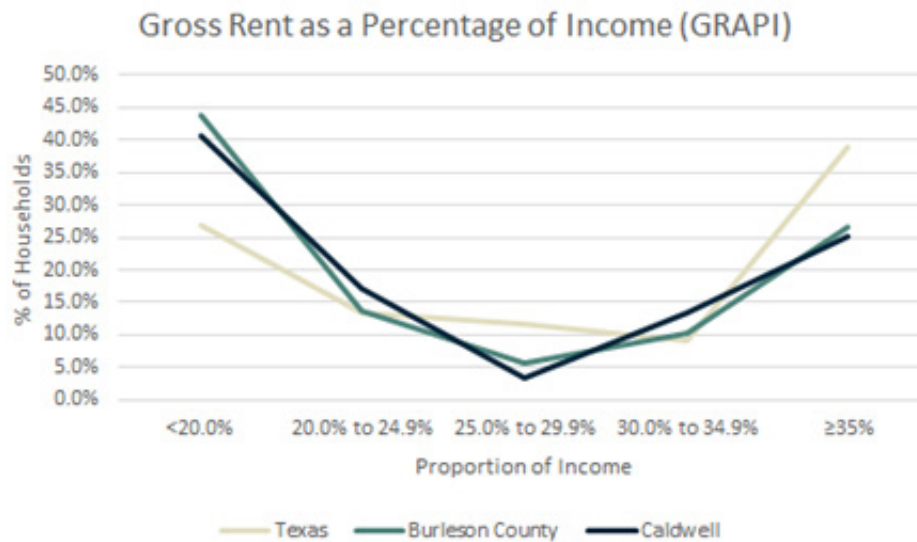


Figure 5.10: Gross Rent as a Percent of Income (GRPI). Source: ACS Table DP04 (U.S. Census Bureau, 2018)

construction of affordable housing options, both for purchase and for rent. Feedback suggested a desire for new residential subdivisions and apartment complexes, but there are underlying conditions about where those should be built. While many participants called for affordable housing and clean apartments, there were multiple comments indicating concerns about congestion and neighborhood character. Other comments suggested building senior living options in town, close to amenities.

Additional feedback was collected from residents and visitors during the Kolache Festival on September 11, 2021. During the event, residents were able to vote on a variety of topics that they would like to see in Caldwell. In terms of housing, festival attendees were asked to vote on housing types they were interested in seeing in the community. The top three housing types that were voted on by residents were mixed-use downtown housing, single-family medium lot, and single-family small lot.

Besides building new housing, members of the community would also like to see more enforcement of codes for existing housing requiring cleanup of yards and neighborhoods, along with redevelopment of abandoned or dilapidated homes.

RECOMMENDATIONS



PROMOTE DIVERSE, FLEXIBLE AND INCLUSIVE HOUSING OPTIONS THROUGHOUT THE CITY.

In order to accomplish this goal, Caldwell should work to provide efficient processes and incentives for diverse housing types based on current and future needs. To determine current and projected housing needs, the City should conduct a Housing Needs Assessment. Some of those needs, which were also identified in community feedback, are affordable and senior housing. Partnerships with developers could be beneficial in the process of strategizing and directing efforts and investments toward mixed-income housing projects, including workforce, affordable, and senior housing. The City should also incentivize developers to develop middle-income housing, such as duplexes, triplexes, and townhomes through tax abatements, waived permit fees, and a streamlined permitting process.

Partnerships with private developers can also be beneficial to establish inclusionary development agreements to allocate affordable and moderate-income housing units. Existing privately-owned affordable housing should be preserved so that workers and retirees on limited incomes can continue to live in Caldwell. However, in a situation of rising housing costs there may be a financial incentive for owners to increase rents beyond affordable levels. In order to prevent displacement, the City may need to develop and maintain a database of affordable private housing at significant risk of rent increases. Additionally, Caldwell should maximize the use of all appropriate state, federal, local, and private funding for the

development, preservation, and rehabilitation of housing which is affordable to a variety of income groups.

New multifamily housing may be needed to serve new residents. There are a number of ways cities can incentivise development of multifamily housing. It is recommended that Caldwell connect developers and local non-profits to funding sources such as Housing Tax Credits, Multifamily Bonds, and Multifamily Direct Loans. Community members identified the need for workforce housing, such as housing for teachers and staff of Caldwell ISD. Therefore, the City should collaborate with Caldwell ISD to explore options and opportunities for faculty housing development.

The City should encourage the prioritization of infill development and redevelopment and identify potential sites to market their availability to developers. This can be expedited through the offering of streamlined review and application process for infill development proposals. Infill development often occurs in areas with specific design characteristics, so it is important that the City requires any infill development receiving incentives to complement the character of the surrounding neighborhood.

There are a number of lot sizes on which residential development can occur. Small Lot Residential neighborhoods, which are recommended for Caldwell, consist of smaller lot sizes than the average single family home. These are typically single family detached homes or townhouse units, providing minimal outside space and are also appropriate for infill development. To allow for small lot residential development, the City needs to amend subdivision regulations. The City should also consider incentives like density bonuses, especially in small lot residential areas, to provide more affordable housing options.

Caldwell should encourage housing designs

that are adaptable to the different stages of a life cycle. This could be done in the form of an accessory dwelling unit (ADU) in the same lot, which could be an interior space or detached from the primary structure. ADU development offers owners a space that could be reserved for personal use, like housing an aging family member or as office space, or leveraged for income by converting the space into a short-term rental. This could also be a potential solution to the lack of affordable housing options in Caldwell. In order to plan for this possibility, the City needs to amend the subdivision regulations to allow the establishment of AUDs on Single Family Residential Lots. Additionally, the City should consider developing pre-approved building plans for infill development, AUDs, and small lot residential development. This strategy could also increase housing options for all ages and

income levels.

It is important to ensure housing availability for elderly residents, so the City should collaborate with BVCOG Agency on Aging to better integrate mutually beneficial linkages with older-adult housing developments in the community. Further, these developments need to include certain design elements. Therefore, the building and other related codes and ordinances should be reviewed to ensure that they are adequately flexible, promote overall community accessibility, and support older adults aging in the community. Additionally, the use of universal design and visitability should be promoted to developers. According to the Irish National Disability Authority, Universal Design “is the design and composition of an environment so that it can be accessed, understood, and used to the greatest extent

Case Study: Housing Needs Assessment, La Grange, TX

In 2015, the City of La Grange (Pop. 4,656 as of 2013) completed a Housing Needs Assessment to assess and address the current housing stock and increasing demand. In the years prior, La Grange completed a Comprehensive Plan, but the city had been experiencing growth at rates higher than expected, leading to limited housing options. The purpose of the assessment was to provide an inventory of current housing, identify future demand, and explore housing related housing issues and concerns for the area. The driving forces behind this Housing Needs Assessment, as identified by local real estate agents, were high demand markets, limited options for housing under \$200,000, no development incentives, and limited housing options for the elderly.

As part of the report, a selection of housing units was evaluated to determine the overall quality of housing in the city, which found that, in general, the housing stock was well maintained. In addition, a Land Capacity Analysis was conducted and determined that the City needed more housing to meet expected population growth.

The assessment resulted in a set of recommendations to address the situation in La Grange, including increasing overall density, smaller lot size for single family residential and increased multi-family duplexes and apartments, property improvement programs, establishment of development incentives, and others.

The City of Caldwell can use a similar approach and framework to conduct its own Housing Needs Assessment.

Potential Medium Density Housing Options



Figure 5.11a: Duplex in Bryan, TX. Source: <http://www.century21.com/property/4445-reveil-le-road-college-station-tx-77845-C2182559384>



Figure 5.11b: Triplex. Source: <https://www.royal-homes.com/model/triplex/>



Figure 5.11c: Apartments in Bryan, TX. Source: <https://www.apartments.com/the-curve-at-crescent-pointe-college-station-tx/rlsen93/>



Figure 5.11d: Lofts in Downtown Bryan. Source: <https://www.perrypropertiesinc.com/>



Figure 5.11e: Townhomes. Source: <https://bernhardtrentals.com/apartments-condos-town-homes/wc-town-homes-for-rent-in-cookeville/>



Figure 5.11f: Cottage Homes. Source: <https://rosschapin.com/>

Potential Lot Sizes



Figure 5.12a: Small Lot Residential.

Source: <https://robinsonplans.com/home-plans/craftsman/craftsman-argyle-811/>



Figure 5.12b: Medium Lot Residential.

Source: https://www.zillow.com/homedetails/15734-Timber-Creek-Ln-College-Station-TX-77845/124209469_zpid/



Figure 5.12c: Estate/Large Lot Residential.

Source: <https://www.remax.com/tx/college-station/home-details/3286-golden-trl-college-station-tx-77845/4544500093782946994/M00000592/21006951>

possible by all people regardless of their age, size, ability, or disability.”¹² To ensure housing for elderly populations, the City can actively recruit developers to provide age restricted/retirement housing near community services.

Medium-density housing options can provide increased opportunities for new and more affordable units. Caldwell’s downtown may have greater potential for medium-density development due to existing amenities and a desire to boost economic activity in this area. It is recommended that the City collaborate with property owners and create a list of buildings with vacant rear and upper floors in the downtown. To accomplish this, ordinances need to be established and implemented within the downtown area. Additionally, the City should identify redevelopment grants and low-interest loan programs for downtown loft creations, similarly to the current facade improvement grant program already in place. Economic incentives for mixed-use development and redevelopment may attract housing developers to the downtown.

The City should work with the Burleson County Appraisal District to create a lot line layer on their map database and regularly update and retrieve data on vacant parcels. Additionally, an interactive mapping service should be developed to provide information about city infrastructure and developable lots with utility locations of pipes, fire hydrants, power lines, and sewer.

The City can coordinate with local homebuilders and market their services to be readily available for new construction. The City should create a marketing package and maintain up-to-date information on the City website, including housing goals, potential locations, financial incentives, and highlight community characteristics. Other information to include on the website is ordinances, building codes and permitting to improve accessibility and transparency for developers and builders. To

Infill Development

Infill development promotes the use and development of existing vacant or underutilized lots that are within existing developed areas. Small lot residential, row houses, townhomes, duplexes, and small multifamily are ideal housing types for these development areas. This form of development can promote the use of existing neighborhood/community characteristics as well, especially in historic neighborhoods where preservation of historic character is emphasized.



Figure 5.13: Residential Infill Development. Source:



Figure 5.14: Accessory Dwelling Unit styles

Source: <https://www.aarp.org/livable-communities/housing/info-2019/accessory-dwelling-units-adus.html>

Case Study: Affordable Accessory Dwelling Units (AADU) in Wellfleet, MA^{8 9 10 11}

Since 2002, the Affordable Accessory Dwelling Unit (AADU) has been regulated by law in Wellfleet, Massachusetts, to expand rental housing choices for low-income tenants. Wellfleet is a small tourist town in Massachusetts' Barnstable County. The Town has an old-town charm and a historical nautical experience. Famed for its oysters with an annual October Wellfleet OysterFest, its population of around 3,500 grows up to nearly 20,000 in the summer. This brought on a shortage of affordable housing options for the visitors to the town prompting the Town to pass a bylaw in 2006 that allowed for Affordable Accessory Dwelling Units (AADU) with added proportional property tax breaks. This was also included in the 2008 Local Comprehensive Plan Update.

In 2002, the Town of Wellfleet regulated AADU to be leased only to low and moderate-income households. The maximum rents are not to exceed the limits established by the United States Department of Housing and Development (HUD). For affordable housing tax exemption, the Wellfleet Accessory Apartment Program requires both the landlord and the tenant to fill the application to determine the tenant's eligibility based on income. It is expected of the landlord to report the rent charged for the lease period to the Town.

Wellfleet also has a higher population of residents over 65, causing the Town to expand the ADU initiative in 2006 to resolve elderly housing issues and expand the availability of affordable multi-family rental choices. The Town currently allows up to three ADUs per lot with the Zoning Board of Appeals' approval. The ADUs may be attached or detached from the main structure and have a maximum size of 1,200 square feet. Unless explicitly waived by law, all zoning provisions must be followed in the creation of ADUs. The ADU owners are supposed to remain in the primary residence for at least eight months and cannot rent it out. To further promote participation in the ADU Program, Wellfleet has launched a new AADU loan program, which offers homeowners interest-free loans to create ADUs in compliance with defined codes. Property owners were estimated to have saved \$7,791.17 in taxes in FY 2008.



Figure 5.15: ADU in Wellfleet, MA. Source: <https://provincetownindependent.org/wellfleet-looks-at-changing-its-accessory-dwelling-bylaw/>

further connect with builders, developers, and residents, the City should develop outreach materials to educate residents on City processes and regulations.



ENHANCE THE QUALITY OF EXISTING NEIGHBORHOODS BY PROMOTING PROPERTY MAINTENANCE.

By providing and ensuring quality neighborhoods, not only will the quality of life for current residents improve, but new residents could be attracted to the community. Therefore, the City needs to enforce ordinances to improve the condition of the existing housing stock and neighborhoods. There are a number of existing regulations in the Code of Ordinances that refer to the maintenance of the city's housing stock. One of those is the International Property Maintenance Code of 2018 which should continue being enforced and periodically reviewed. This code provides requirements for use and maintenance of "building elements, site conditions, and electrical and fire systems in existing residential and nonresidential structures."¹³ If the Code is updated, the newest version should be adopted.

The safety of residents is of the utmost importance. Therefore, it is important that the City enforce the adopted Dangerous Building Codes that require the vacation, removal, repair or demolition of unsafe or dangerous structures. Additionally, the International Existing Building Code of 2018 needs to be enforced. This Code enforces and administers compliance, repairs, and improvements of existing buildings. To ensure these codes are proactively enforced, reviewed, and updated, the City should redevelop a robust code enforcement program

with fulltime code enforcement officers, and building officials.

Other ordinances are suggested that the City introduce into the Code of Ordinances. It is recommended that Caldwell create and adopt ordinances and regulations that adequately address abandoned homes. Further, the City should create a vacant property registration ordinance, requiring owners of vacant property to register with the City and provide contact to serve notice on the owner as may be needed.

Caldwell has several areas where there are large numbers of manufactured homes. To ensure those homes are up to code and standards, the City needs to continue to enforce the City Code of Ordinances to establish manufactured home standards and streamline the permitting processes that comply with the Texas Manufactured Housing Standards Act.

The City of Caldwell should prioritize connecting residents to resources that will empower homeowners and renters and offer residents the ability to remain in their neighborhoods and homes. One such resource is through the Texas Department of Housing and Community Affairs' (TDHCA) Homeowner Rehabilitation Assistance Program. The City should publicize and coordinate efforts to implement the program.

To improve Caldwell's neighborhoods, the City should promote discussions with property owners to encourage or provide incentives to repair and restore dilapidated buildings. To further involve the community and enhance public pride, community clean-up and beautification projects can be particularly beneficial. The City can involve local schools, businesses, community leaders, and organizations, such as local Boy and Girl Scouts. Further collaborations among nonprofits and faith-based organizations can help provide assistance to homeowners in need. There are a number of federal funding sources that can

Homeowner Rehabilitation Assistance (HRA) Program

This program through the TDHCA provides funds to local governments, Public Housing Authorities, and nonprofits to provide a range of services. Projects and services under the HRA include:

- Reconstruction of owner-occupied housing
- New construction of site-built housing on the same site to replace an existing owner-occupied Manufactured Housing Unit (MHU)

aid in these efforts, such as the USDA's Rural Community Development Initiative Grant, which fund projects such as home-ownership education programs and the development of training tools and reference guides.

Burleson County has a countywide Keep Burleson County Beautiful organization that facilitates cleanup initiatives and other beautification activities. However, it is recommended that the City establish a non-profit Keep Caldwell Beautiful organization to initiate neighborhood and environment improvement activities.

The City should also encourage sustainable and efficient housing strategies to reduce environmental impacts and save money. To accomplish this, it is important to educate the community on sustainability practices and

Case Study: Home Repair Program, Georgetown, TX

<http://housing.georgetown.org/home-repair-program/>
<https://williamsonhabitat.org/repair-my-home/>

In partnership with Habitat for Humanity of Williamson County, the City of Georgetown established the Home Repair Program to help homeowners with limited resources complete a range of repairs to their houses, some of which include accessibility improvements, paint, repairs to roofing, windows, and doors, carpentry, utilities, and weatherization. The goal of this initiative is to assist homeowners with the goal of reducing health or safety hazards and increase resilience. In addition to the requirements of owning their home and being residents of Georgetown, there are set combined household income requirements that homeowners must meet:

Family Size	1 Person	2 People	3 People	4 People	5 People	6 People	7 People	8 People
Maximum Income	\$55,400	\$63,300	\$71,200	\$79,200	\$85,450	\$91,800	\$98,100	\$104,450

activities, raise environmental awareness, and encourage participation in the City's recycling program. Further, the City should conduct a survey to determine residents' need for curbside recycling and determine the feasibility of contractual curbside recycling services based on community feedback.

It is recommended that the City create incentives for developers who use sustainable and energy efficient building techniques and promote partnerships with Post Oak Savannah Groundwater Conservation District for rainwater harvesting.

Energy codes assist communities in their commitment to sustainability, housing affordability, and public health. Therefore, the City should focus on enforcing the International Energy Conservation Code, which regulates minimum energy conservation requirements for

new buildings and addresses those requirements for commercial and residential construction, including heating and ventilation, lighting, water heating, and power usage.¹⁵

Additionally, to ensure the quality and safety of Caldwell's homes, the City needs to establish a mitigation plan for addressing homes with lead-based paints and asbestos.

Case Study: Neighborhood Beautification Contest – Toledo, OH

In the summer of 2021, the Mayor of Toledo, Wade Kapszukiewicz, announced a new beautification program sponsored by the City and the Keep Toledo/Lucas County Beautiful. The City initiated the new Annual Neighborhood Beautification Contest to encourage participation by local residents in efforts to improve aesthetics.

Contest winners, which will include individual residents, neighborhood blocks, small businesses, and specific homes, will be selected as winners and recognized by the mayor and the City Council. Winners will also receive a house plaque that will be displayed on the front of each home or business. Judging criteria, as described on the City Website, will consider street facing landscaping and enhancements that will increase curb appeal, including landscaping design, plants, and property maintenance. Specific judging questions include: does the landscape enhance the neighborhood? Is the plant selection appropriate for the site and the climate? Is the footpath to the property clear and inviting? Is the yard free of litter?¹⁴

The City and the Steering Committee, which is in charge of judging, created specific guidelines of eligibility to help residents understand the process and encourage participation. This example shows what a city can do to encourage community and neighborhood pride, ownership, and participation.

Energy Efficient Housing Techniques

There are a range of techniques used by developers and builders to improve the energy efficiency of existing homes as well as in new developments. Some of those approaches include:

- Cool Roofs: reflective materials absorb less light and heat, keeping homes cooler during the summer.
- Tempered Windows: optimizes passive use of heat and light from the sun; provides shade and cools down rooms during summer seasons and can lower heating costs during the winter.
- Energy Efficient Lighting: LED lights last much longer and allow for a range of brightness, from bright white to soft, warm light.
- Insulation of Walls, Windows, and Doors: proper insulation is one of the most cost-effective strategies for energy efficiency, increasing the insulation of the building envelope, lowers costs of heating and cooling.

Housing

Housing		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
Goal 4.1 Promote diverse, flexible and inclusive housing options throughout the city.												
Objective 4.1.1 Provide efficient process and incentives for diverse housing type based on current and future needs	Action 4.1.1.1 Conduct a Housing Needs Assessment to determine current housing needs, as well as project future housing needs including affordable and senior housing.		X									CDS
	Action 4.1.1.2 Partner with developers to strategize directing efforts and investments toward mixed-income housing projects including workforce housing, affordable and senior housing.			X								CDS
	Action 4.1.1.3 Incentivize developers to build middle-income housing such as duplexes, triplexes, quadplexes, and townhomes (through tax abatements, waived permit fees, streamlined permitting processes)		X									CDS, P&I
	Action 4.1.1.4 Work with private developers to establish inclusionary development agreements to allocate affordable and moderate-income households units.		X									CDS
	Action 4.1.1.5 Develop and maintain a databases to track at-risk subsidized affordable housing in the community				X							CDS
	Action 4.1.1.6 Maximize the use of all appropriate state, federal, local, and private funding for the development, preservation, and rehabilitation of housing affordable to a variety of income groups.											Choice Neighborhoods Implementation Grant Program, CDBG, HOME Program, Housing Preservation & Revitalization Demonstration Loans and Grants, Multifamily Direct Loan Program, Neighborhood Stabilization Program

Objective	Action	Timeframe			Action Type						Responsible Parties	Funding
Objective 4.1.1: Increase the availability of affordable housing.	Action 4.1.1.7 Incentivize development of multifamily housing by connecting developers and local non-profits to funding sources such as Housing Tax credits, Multifamily bonds, and Multifamily Direct Loans.	X									CDS	Choice Neighborhoods Implementation Grant Program, CDBG, HOME Program, Housing Preservation & Revitalization Demonstration Loans and Grants, Multifamily Direct Loan Program, Neighborhood Stabilization Program
	Action 4.1.1.8 Collaborate with Caldwell ISD to explore faculty housing development.				X						CDS, CISD	
	Action 4.1.1.9 Encourage the prioritization of infill development and redevelopment and identify potential sites to market their availability to developers.			X							CDS, BCAD	SGIA, Texas Foundations Fund, CDBG
	Action 4.1.1.10 Offer streamlined review and application process for infill development proposals.				X						CDS, P&I	SGIA, Texas Foundations Fund, CDBG
	Action 4.1.1.11 Require any infill development receiving incentives to complement the character of the surrounding neighborhood.				X						CDS, P&I	SGIA, Texas Foundations Fund, CDBG
	Action 4.1.1.12 Amend subdivision regulations and development code to allow small lot residential development.		X								CDS	SGIA, Texas Foundations Fund, CDBG
	Action 4.1.1.13 Consider density bonuses, especially in small lot residential areas, to provide more affordable housing options.			X							CDS, CC	

Housing

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
Objective 4.1.2 Encourage multi-generational housing options and designs that would adapt to changes in life cycles.	Action 4.1.2.1 Amend code of ordinances to allow the establishment of Accessory Dwelling Units on Single Family Residential lots.		X								CDS, CC, CS	
	Action 4.1.2.2 Utilize Accessory Dwelling Units (ADUs) in order to increase affordable housing choices with renovation loans (those in the floodplain are disqualified).			X							CDS, P&I	
	Action 4.1.2.3 Consider developing pre-approved buildings plans for infill development, ADUs and small lot residential development.				X						CDS, P&I	
	Action 4.1.2.4 Collaborate with BVCOG Agency on Aging to better integrate mutually beneficial linkages with older-adult housing developments in the community.				X						CDS, BVCOG	
	Action 4.1.2.5 Review building and other related codes and ordinances to ensure that they are adequately flexible, promote overall community accessibility, and support older adults aging in community.		X								CDS, P&I, CS, CC	Section 202
	Action 4.1.2.6 Promote and encourage developers to use universal design and visitability.	X									CDS, CC, BVAA	
	Action 4.1.2.7 Actively recruit developers to provide age restricted/retirement units near community services.			X							CDS	
Objective 4.1.3 Promote medium density and affordable housing options around downtown area to provide easy access to the existing amenities.	Action 4.1.3.1 Collaborate with property owners and create a list of buildings with vacant rear and upper floors in the downtown.		X								CDS, PO, MSAB	
	Action 4.1.3.2 Review and update ordinances to allow housing within downtown based on residential housing analysis.				X						CDS, PO, MSAB, CS, CC	

Housing

Housing		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
Objective 4.1.4 Expand access to information to promote diverse housing opportunities through strong community relationships and effective communications.	Action 4.1.3.3 Identify redevelopment grants and low-interest loan programs for downtown loft creations				X							CDS, MSAB
	Action 4.1.3.4 Consider providing economic incentives for mixed-use development and redevelopment with housing in the downtown				X							CDS, MSAB
	Action 4.1.4.1 Work with the Burleson County Appraisal District to create a lot line layer on their map database and regularly update and retrieve data on vacant parcels.		X									CDS, BCAD
	Action 4.1.4.2 Develop an interactive mapping service with updated city infrastructure and developable lots with utility locations of pipes, fire hydrants, power lines, and sewer.			X								CDS, ES
	Action 4.1.4.3 Identify and coordinate with local home builders and market their services to be readily available for new house construction in the city.			X								CDS, DHB, CS, CC
	Action 4.1.4.4 Create a marketing package and update the City website to showcase housing goals, potential locations, financial incentives, and highlighting community characteristics.			X								CDS, MC
	Action 4.1.4.5 Maintain up-to-date information on city websites regarding ordinances, building codes and permitting, to improve accessibility and transparency for developers and builders.	X										CDS, MC, CS, CC
	Action 4.1.4.6 Work with Real Estate Agencies to develop a online database of available housing in Caldwell.			X								CDS, MSAB, CO
	Action 4.1.4.7 Develop outreach materials to educate residents on city processes and regulations.			X								CDS, MC

Housing

Housing

Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
	Action 4.1.4.6 Work with Real Estate Agencies to develop a online database of available housing in Caldwell.			X								CDS, MSAB, CO	
	Action 4.1.4.7 Develop outreach materials to educate residents on city processes and regulations.			X								CDS, MC	
Goal 4.2 Enhance the quality of existing neighborhoods by promoting property maintenance													
Objective 4.2.1 Enforce ordinances to improve the condition of the existing housing stock and neighborhoods.	Action 4.2.1.1 Continue enforcing International Property Maintenance Code 2018. Periodically review and adopt the most recent code.	X										CDS, CE	Homeowner Rehabilitation Assistance Program
	Action 4.2.1.2 Enforce the adopted Dangerous Building Codes that require the vacation, removal, repair or demolition of unsafe or dangerous structures.	X										CDS, EC, FM	HOME Program, Choice Neighborhoods Implementation Grant Program, CDBG, Neighborhood Stabilization Program, Sustainable Communities Initiative, Texas Foundations Fund
	Action 4.2.1.3 Enforce the adopted International Existing Building Code to enforce and administer compliance, repairs, and improvements of existing buildings.	X										CDS, EC, FM	
	Action 4.2.1.4 Develop a robust code enforcement program with fulltime code enforcement officers to allow for proactive code enforcement.			X								CDS, EC, FM	Neighborhood Stabilization Program
	Action 4.2.1.5 Create and adopt ordinances and regulations that adequately address abandoned homes.				X							CDS, EC, FM	Rural Community Development Initiative Grant

Housing

Housing													
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding	
Objective 4.2.2 Connect residents to resources that will empower homeowners and renters and offer residents the ability to remain in their neighborhoods and homes.	Action 4.2.1.6 Create a vacant property registration ordinance requiring owners of vacant property to register with the City and provide contact to serve notice on the owner as may be needed.			X								CDS, EC, P&I, CC, CS	HOME Program, Choice Neighborhoods Implementation Grant Program, CDBG, Neighborhood Stabilization Program, Sustainable Communities Initiative, Texas Foundations Fund, Union Pacific Community-based Grant Program, Community & Recovery Tree Planting Grants
	Action 4.2.1.7 Continue enforcing the city code of ordinances to establish manufactured home standards and permitting processes which comply with the Texas Manufactured Housing Standards Act.	X										CDS, EC, P&I, CS, CC	
	Action 4.2.2.1 Contact the Texas Department of Housing and Community Affairs about their Homeowner Rehabilitation Assistance Program. Publicize and coordinate implementation of the program.			X								CDS, TSAHC, CS, CC	
	Action 4.2.2.2 Promote discussions with property owners to encourage or provide incentives to repair and restore dilapidated buildings			X								CDS, PO	
	Action 4.2.2.3 Arrange clean-up and beautification projects through local schools, businesses, community leaders and organizations. Support existing initiatives by groups like the Girl and Boy Scouts.		X									CDS, MSAB	
	Action 4.2.2.4 Encourage collaborations among non-profit and faith-based organizations to assist homeowners and renters in need to prevent foreclosures or homelessness.			X								CDS, CO	

Housing

Housing

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding	
Objective 4.2.3. Encourage sustainable, efficient housing strategies to reduce environmental impacts and save money.	Action 4.2.2.5 Apply for USDA's Rural Community Development Initiative Grant to fund projects such as home-ownership education programs and the development of training tools and reference guides				X							CDS, USDA	
	Action 4.2.2.6 Establish a non-profit Keep Caldwell Beautiful organization to improve neighborhood atmosphere and environment.			X								CDS, MSAB, CO	
	Action 4.2.2.7 Promote the library as a resource to provide assistance and connect residents with available housing resources.			X								CDS, HPWML	
	Action 4.2.3.1 Raise environmental awareness and encourage participation in city recycling program.		X									CDS, BVR	
	Action 4.2.3.2 Conduct a survey to determine curbside recycling need.			X								CDS, PW	
	Action 4.2.3.3 Based on the survey feedback explore the feasibility of contractual curbside recycling service for residential customers.				X							CDS, PW	
	Action 4.2.3.4 Create incentives for developers and homeowners who utilize sustainable and energy efficient techniques.				X							CDS, P&I	
	Action 4.2.3.5 Enforce the adopted International Energy Conservation Code.	X										CDS, P&I	
	Action 4.2.3.6 Establish a plan for addressing structures with lead-based paints and asbestos.			X								CDS, P&I, CE	LTS

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5 TRANSPORTATION



Photo by Madeline Patton

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OVERVIEW

Caldwell is expected to grow considerably in the next twenty years owing to its strategic and favorable location in proximity to the Bryan/College Station area. It already has two major highways that intersect through the city. In preparation for this growth, the transportation network in Caldwell should be planned to be efficient, resilient, and sustainable while taking care to accommodate all members of the community.

The purpose of this section is to provide future goals and objectives for the transportation system in Caldwell. It takes into account the feedback from the community through public engagement as well as the existing condition of the Caldwell transportation network.

EXISTING CONDITIONS

Functional Classification

Functional Classification (FC) is a term used by the Federal Highway Administration (FHWA) and federal and state Departments of Transportation (DOT) to determine the classification of roadway. This method utilizes two metrics in determining the classification of a roadway: Mobility and Accessibility. Mobility is the capacity for vehicle movement, which tends to limit access to homes and business. Accessibility is the ability for vehicles to enter and exit the roadway but limits the movement of the vehicles. This can be seen in Figure 1.

Some other determinants used for functional classification of a roadway are: Speed limit, number of access points, average annual daily traffic (AADT) and vehicle miles traveled (VMT), along with the number of travel lanes.

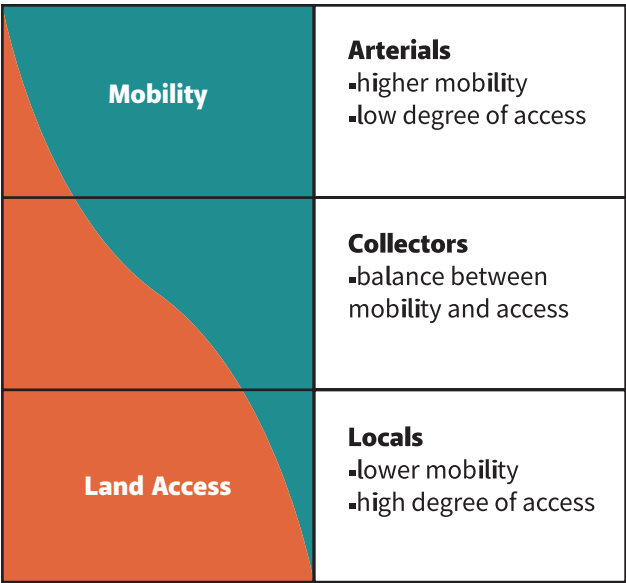


Figure 5.1. Mobility and Accessibility Roles in Functional Classification
Source: Rhode Island MPO¹

9,475

AADT ON MAJOR ROADS

19.3

(MINUTES) AVERAGE
COMMUTE TIME

Principal Arterials

Principal Arterials are roadways with the highest level of mobility and lowest level of accessibility. Examples of Principal Arterials are interstate highways and expressways. Principal Arterials carry high volumes of vehicular traffic (in the general range of 10,000 VP to 60,000 VP) and are intended to move traffic in, out, or around the City. Principal arterials are often signed as state or US highways. As shown in Figure 5.2, Caldwell has two Principal Arterials within the city boundaries: SH 21 and SH 36. Within the city, these roadways have a speed limit ranging from 35–60 mph and have signalized intersections with each other and other local streets. The two state highways have 90 feet of horizontal right-of-way (ROW) and the City’s New Design Guidelines and Standards/TxDOT should be used when constructing, including raised medians and trees or landscaping within the median where possible.

Minor Arterials

Minor Arterials are streets intended to move traffic around the city and carry high volumes of vehicular traffic (in the general range of 2,500 VP to 20,000 VP). Minor Arterials are similar to principal arterials in that they promote mobility over accessibility, although generally with more of an emphasis on intercommunity travel than interregional trips. While Caldwell is still relatively small, intercommunity travel links small rural communities throughout the county to the city. There are currently no roadways in

Caldwell classified as minor arterials. Ideally, the average width for a Minor Arterial right-of-way should range from 60–80 feet.

Major/ Minor Collectors

Major and Minor Collectors are roadways whose main function is to collect vehicle traffic from local roads and link them to arterial roads. In a rural environment, collectors serve intra-county travel and are far shorter in length than principal arterial roadways. Determining whether a collector road is major or minor in a rural area is usually done by measuring the average annual daily traffic. As can be seen in Figure 5.2, Caldwell’s Major Collectors are State Loop 83 and all Farm to Market (FM) roads. There are currently no Minor Collectors, but routes recommended for designation as Minor Collectors in Objective 4.4 include Main Street, Harvey Street, Buck Street, and OSR.

Local Roads

Local Roads are the most basic and prevalent type of roadway classification. They primarily serve vehicular traffic to abutting residential properties. Roadways that are not given a functional classification listed above are deemed local roads. Figure 5.2 shows roadway classification citywide.

Table 5.1: Functional Classification of Roadways in Caldwell

Principal Arterials - Existing	Proposed
SH 21, SH 36	N/A
Minor Arterials - Existing	Proposed
N/A	N/A
Major Collectors	Proposed
SL 83 (N Main St, E Buck St), FM 166, FM 975 (Banks St)	N/A
Minor Collectors	Proposed
N/A	S Main St, Harvey St, W Buck St, OSR

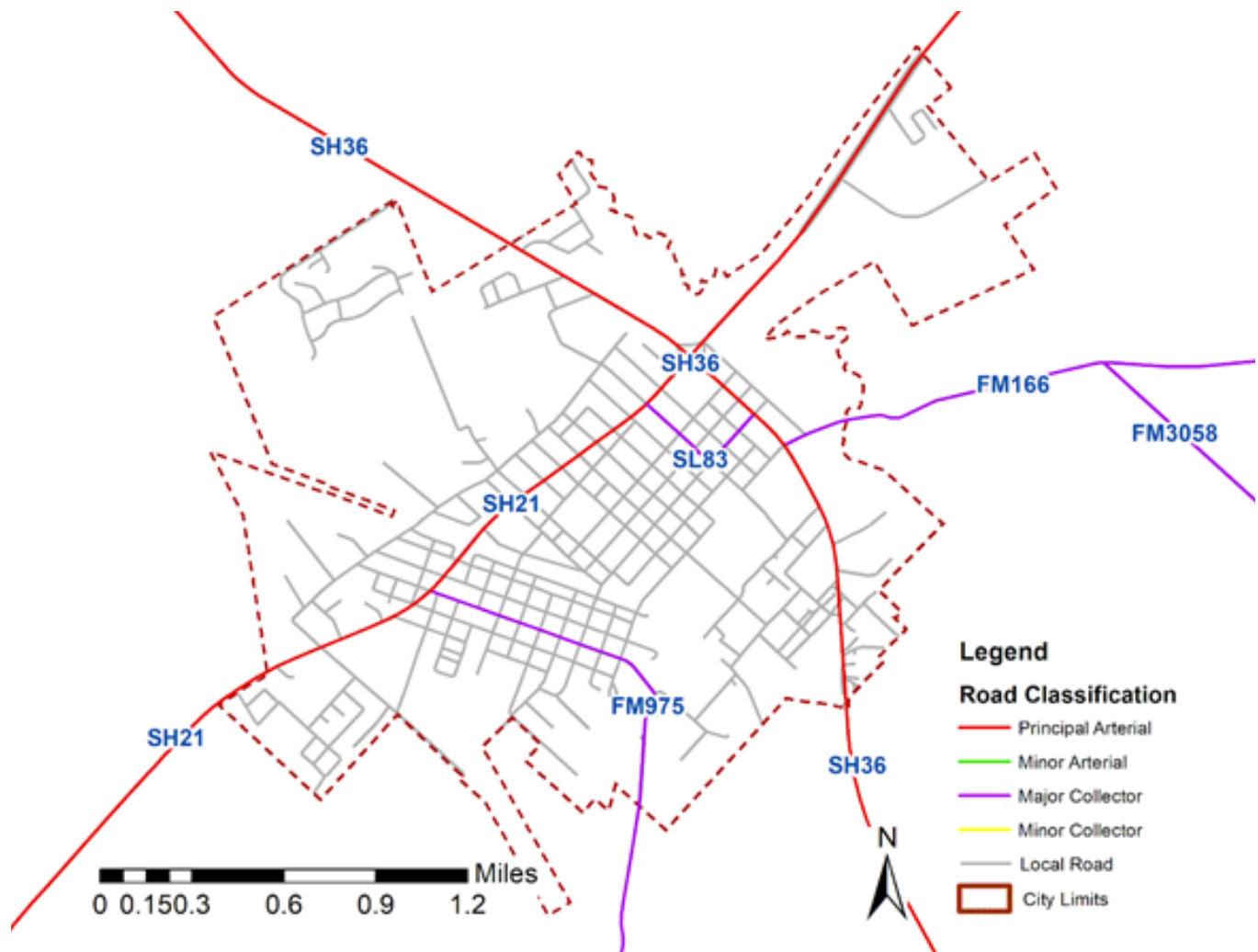


Figure 5.2. Roadways in Caldwell, Texas
Source: TxDOT Roadway Inventory²

Average Annual Daily Traffic

Average Annual Daily Traffic (AADT) is the measurement of typical daily traffic volumes on a roadway, measured in vehicles per day. Table 5.2 lists both present and projected future AADT, percent truck traffic, and the increase in AADT since 2009 on the following roadways: SH 21, SH 36, FM 166, and FM 975. These values were taken from the TxDOT Statewide Planning Map.

As can be seen in Table 5.2, the traffic through these corridors has increased since 2009 and is projected to continue increasing over the next 20 years. Figure 5.3 represents AADT values at multiple points along the roadways listed in Table 5.2. Notably, traffic volumes on SH 21 and SH 36 are higher inside Caldwell city boundaries than outside the city limits.

Table 5.2: Average Annual Daily Traffic Information³

Roadway/Values	AADT (2019)	Future AADT (2039)	Truck Traffic Composition	AADT increase from 2009-2019
SH 21	22,195	26,634	9%	31%
SH 36	11,371	13,645	21%	15%
FM 166	1,882	2,258	9%	6%
FM 975	2,452	3,237	6%	17%

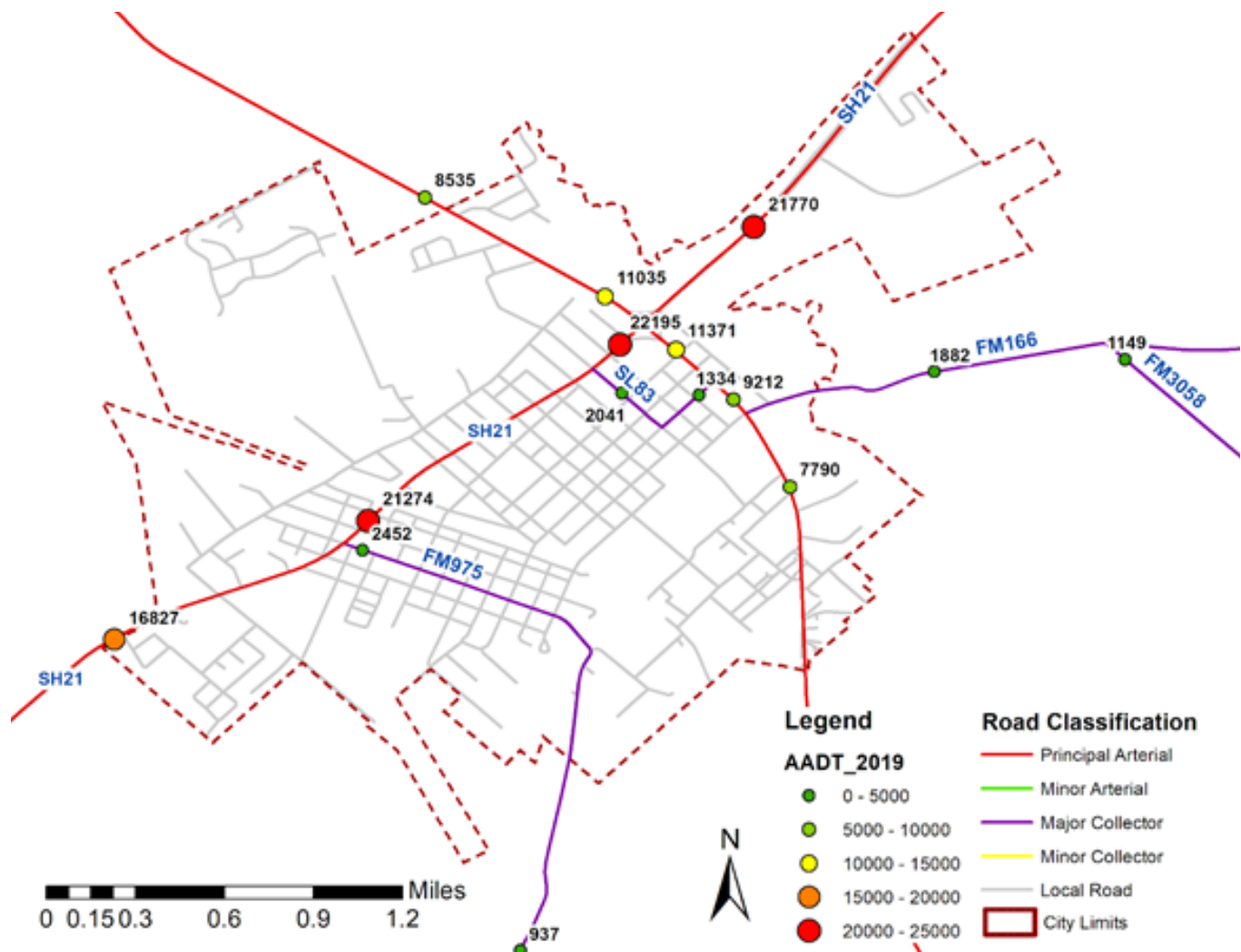


Figure 5.3. AADT of Roadways in Caldwell, Texas
Source: TxDOT. (2019). Annual Average Daily Traffic ⁴

Modes of Commute

According to the 2018 American Community Survey (ACS) 5-year estimate, the most common modes of commute employed by households in the city of Caldwell were using a private vehicle (75%), carpooling (19%) and working from home (3%). About 1% walked to work, while another 1% used public transit.⁵ Figure 5.4 compares the use of various transportation modes in Caldwell. Compared to data from 2010, the popularity of carpooling and transit appear to have grown (from 10.1% to 19%, and from 0% to 1.3% mode share, respectively).⁶

Car Ownership

Figure 5.5 shows the distribution of car ownership in Caldwell as compared to county and state averages in 2018. Private vehicles and carpooling are the most popular ways to get to work in Caldwell. With limited public transit options, 75% of households own at least 2 cars. However, according to 2018 ACS data, about 3% of the population (an estimated 55 households) do not own a car. It should also be noted that more than 50% of workers in Caldwell who carpooled to work came from households who owned three or more cars. This may be related to the presence of larger households, long commutes, unreliable vehicles, or other factors. From the figure, it can be seen that Caldwell has fewer vehicles per household when compared to Burleson County as well as the state of Texas.⁷

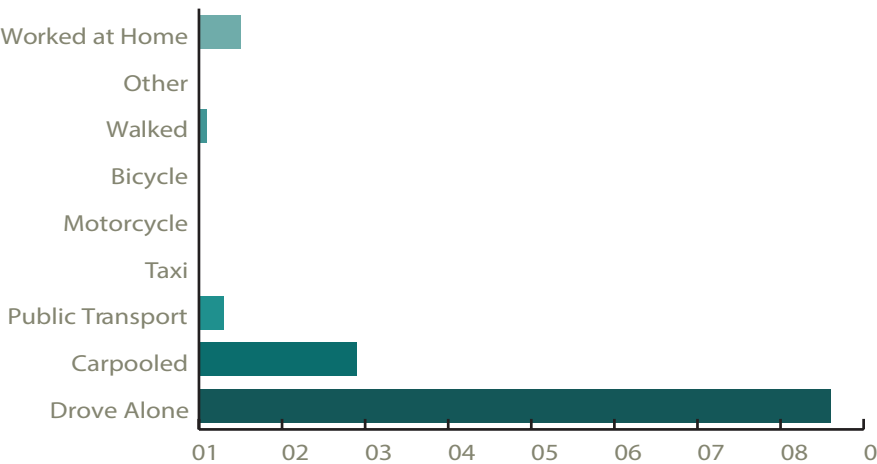


Figure 5.4. Travel Time to Work
Source: U.S. Census Bureau (2018): Table S0802

Travel Time to Work

Figure 5.6 shows travel time to work based on 2018 ACS 5-year estimates. The average travel time in Caldwell was about 20 minutes. This was shorter than the state average (25 minutes) but slightly more than the commute time in the Bryan/College Station area (17.8 minutes). Notably, Caldwell had about 1% of its workforces making ‘super commutes’, which are trips lasting more than an hour each way. The fact that about 35% of Caldwell’s workforce traveled less than 10 minutes to work could point to an opportunity to promote micro mobility options such as electric bikes and scooters within the city.⁸

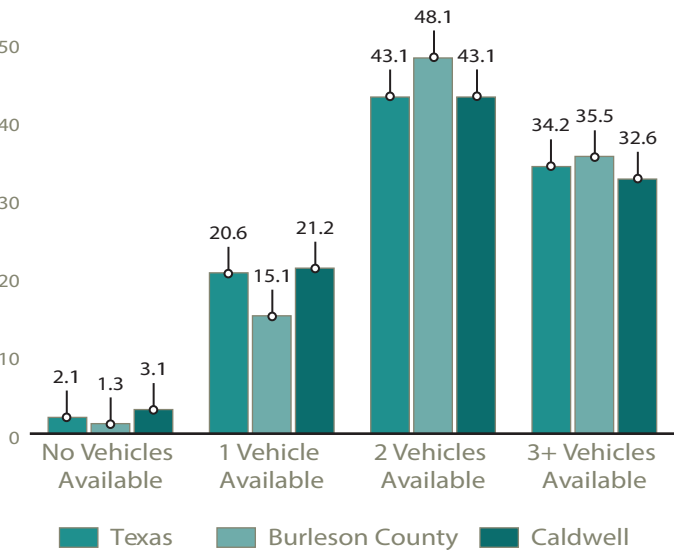


Figure 5.5. Different modes of commute in Caldwell, Texas
Source: 2018 ACS 5-year estimate

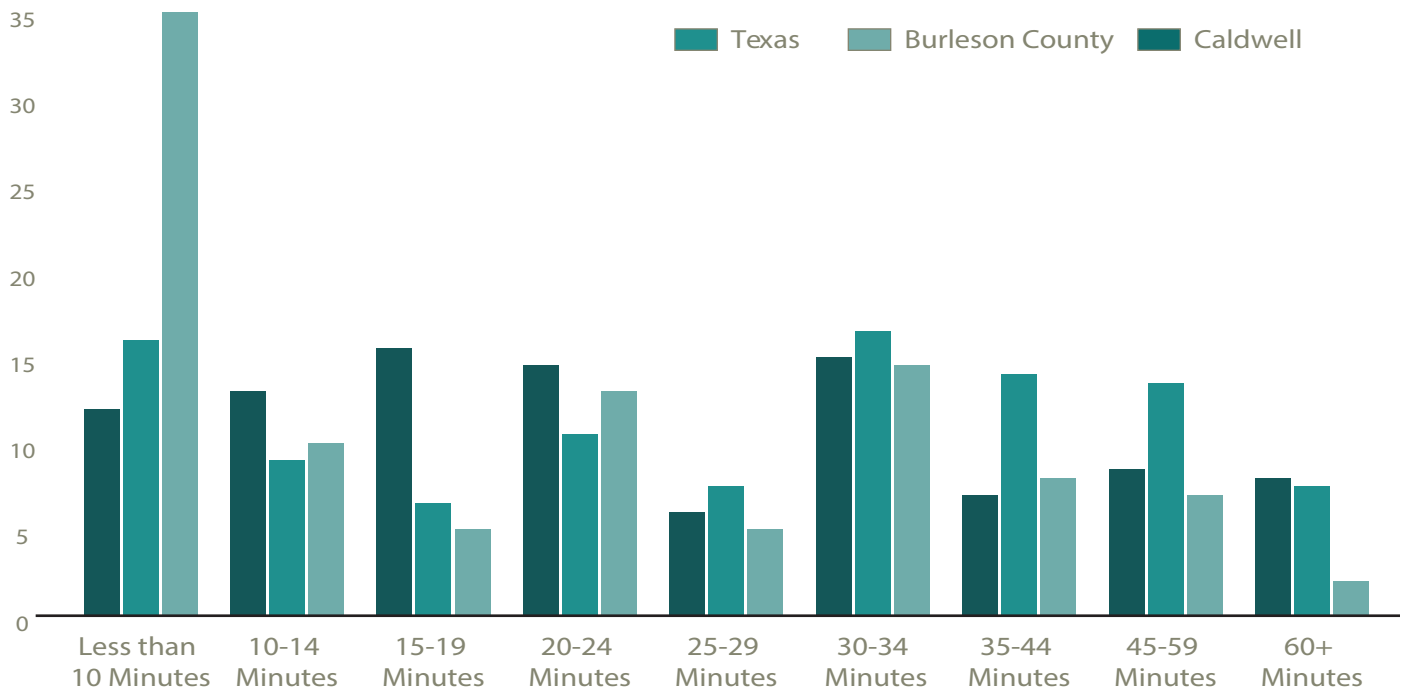


Figure 5.6. Household Vehicles Available

Source: U.S. Census Bureau (2018): Table S0802

Public Transit

Caldwell, as part of Burleson County, belongs to the Brazos Transit District (BTD) service area. The city has demand-responsive services that are available for intra-county travel from 6 a.m. to 6 p.m., Monday through Friday, at a fare of \$3.50 one way. This service is also available between Burleson County and Bryan on Tuesdays and Thursdays for \$4.00 each way.

The Brazos Valley Transportation Partnership also provides a transit service to registered members through the Burleson Health Resource Center. Members of the community that require accessibility accommodations could also use the Brazos Valley Center for Independent Living (BVCIL) services.⁹

Rail Transportation

The city is strategically located at the intersection of two main rail lines as shown in Figure 5.7: a Union Pacific (UP) line running roughly NE-SW and a Burlington Northern Santa Fe (BNSF) line that runs NW-SE. The Texas UP system primarily serves major cities, with the line running north through Hearne to Fort Worth, Dallas, and Longview, and south through Giddings to Victoria and San Antonio. The BNSF system provides alternative routes to major cities such as Fort Worth and Dallas, and is also the primary network serving the Texas Panhandle (via Cameron and Temple) and smaller cities around East Texas, including Conroe, Cleveland, Beaumont, and Galveston (via Somerville).¹⁰ A direct connection is provided between the UP line from Giddings to the BNSF line towards Cameron. The two main lines are grade-separated, with the BNSF line passing over the UP line. A branch line extends from the BNSF line in Somerville to the UP line in Navasota.



Photo by David Watson

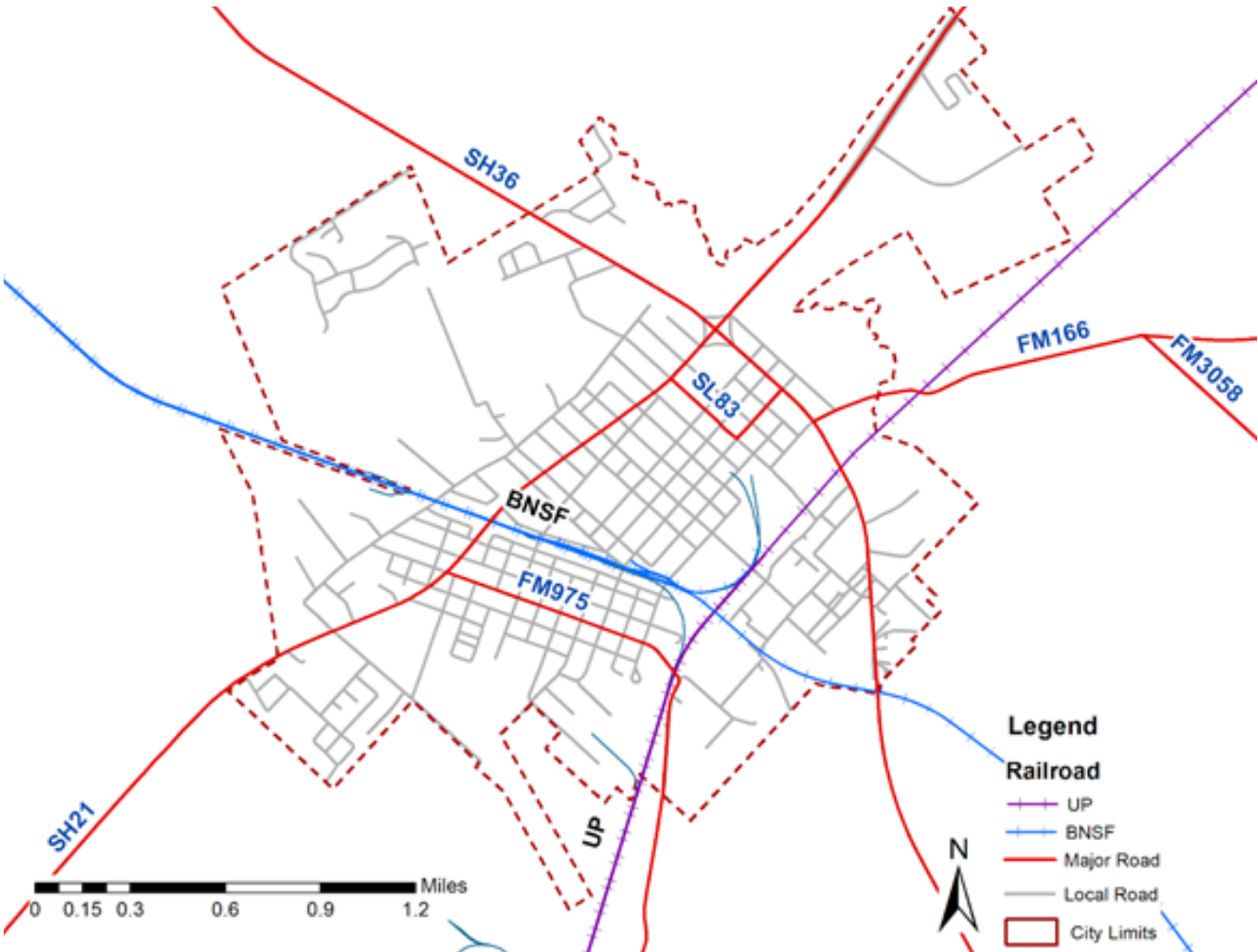


Figure 5.7. Railroads in Caldwell, Texas
Source: TxDOT Railroads¹¹

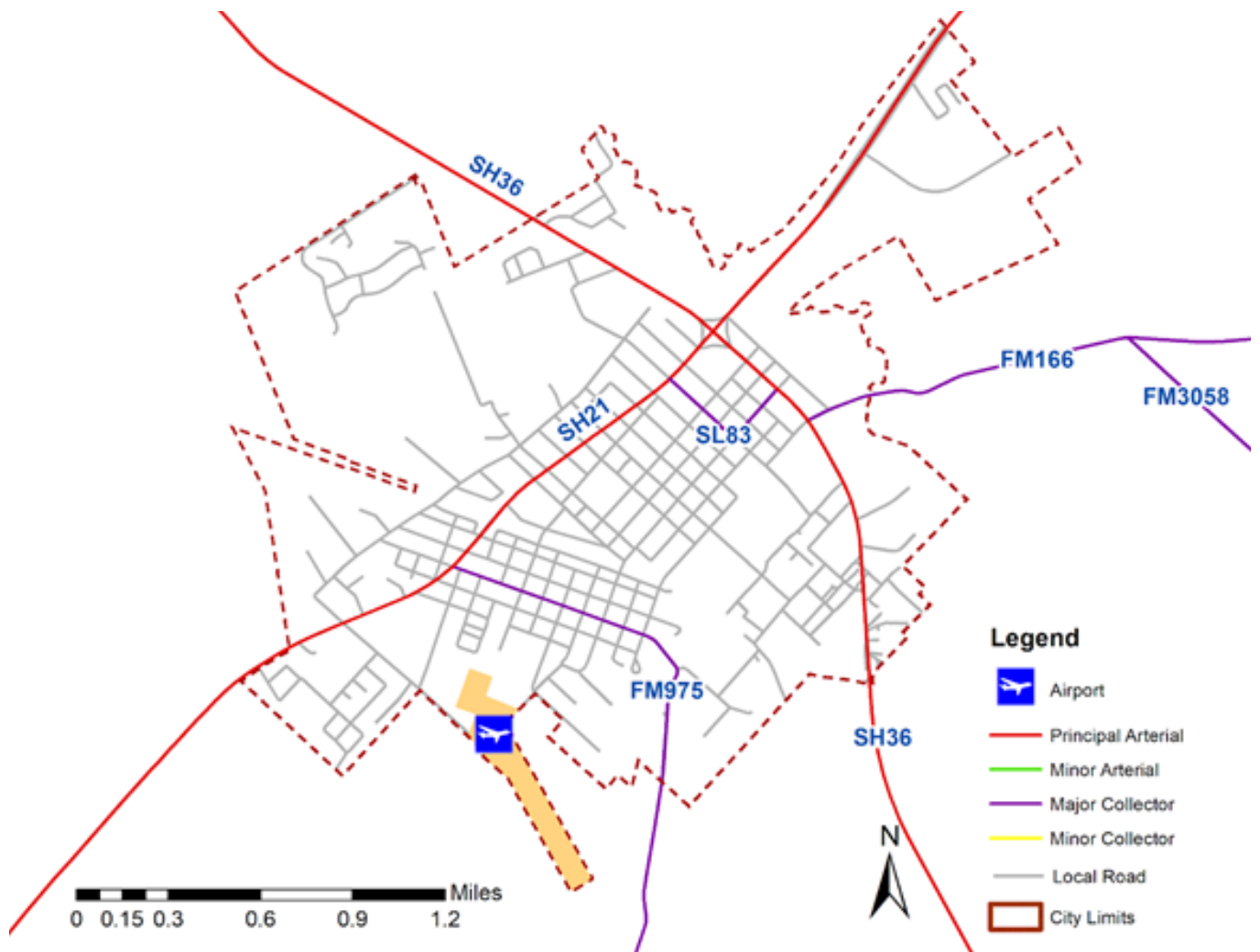


Figure 5.8. Air Transportation in Caldwell, Texas
Source: Texas Natural Resources Information System¹³

Air Transportation

Caldwell is home to the only airport in the county, the Caldwell Municipal Airport (KRWV). The airport has one runway measured at 3252 x 50 ft. / 991 x 15 m with an area of 49 acres as shown in Figure 8.¹² For the 12 month period ending April 30, 2020 the airport had 21 aircraft based on the field, with 70% of them being local and 30% transient general aviation. The airport is at capacity since recreational flying is popular in the area. In fact, it currently has multiple aircraft from various surrounding counties on the waitlist to be based on the field. There are multiple airports in surrounding areas in College Station, Hearne, Rockdale, Giddings, and Brenham. Caldwell Municipal Airport is also less than an hour and a half (~74 mi.) from the nearest international airport in Austin, Texas. Figure 8 below provides a map of the airport in the city along with road classifications.

Crash Frequency

Crashes most often occur on SH 21 and SH 36, especially where they intersect, as shown on Table 2. The heat map shows a visualization of where crashes are occurring throughout Caldwell, and primarily along SH 21 and SH 36. The table pictured lists the number of total crashes that have occurred on these roadways between 2016 and 2021. Apart from the two primary state highways, crash hotspots are found on N Main St and Buck St (part of State Loop 83), as well as Banks St (FM 975) and Fox St. The higher crash frequency at these locations may be related to heavy truck use on these roadways.

Traffic exiting primary arterials towards downtown Caldwell may cause vehicular conflict because this is where most businesses and public facilities are located. Figure 5.9 details the most severe crash locations in Caldwell, Texas, between 2016 and 2021; Table 5.4 and Figure 5.10 show the severity of crashes. The only crashes with fatalities occurred at relatively low speeds, during the morning. These incidents were reported on heavy traffic days, during rush hour times, and on the busiest streets, such as SH 21, with the majority occurring at an intersection. The data indicates a need for safety improvements along highways SH 21, SH 36, and at their intersection.

Frequent Crash Locations Caldwell, TX 2016-2021	
Roadway	# of Crashes
SH 21	247
SH 36	95
SL 83	21
FM 975	13
E FOX ST	8
FM 166	6
W BUCK ST	5

Table 5.3. Roadways with the highest number of crashes in Caldwell, Texas

Source: TxDOT Crash Record Information System¹⁴

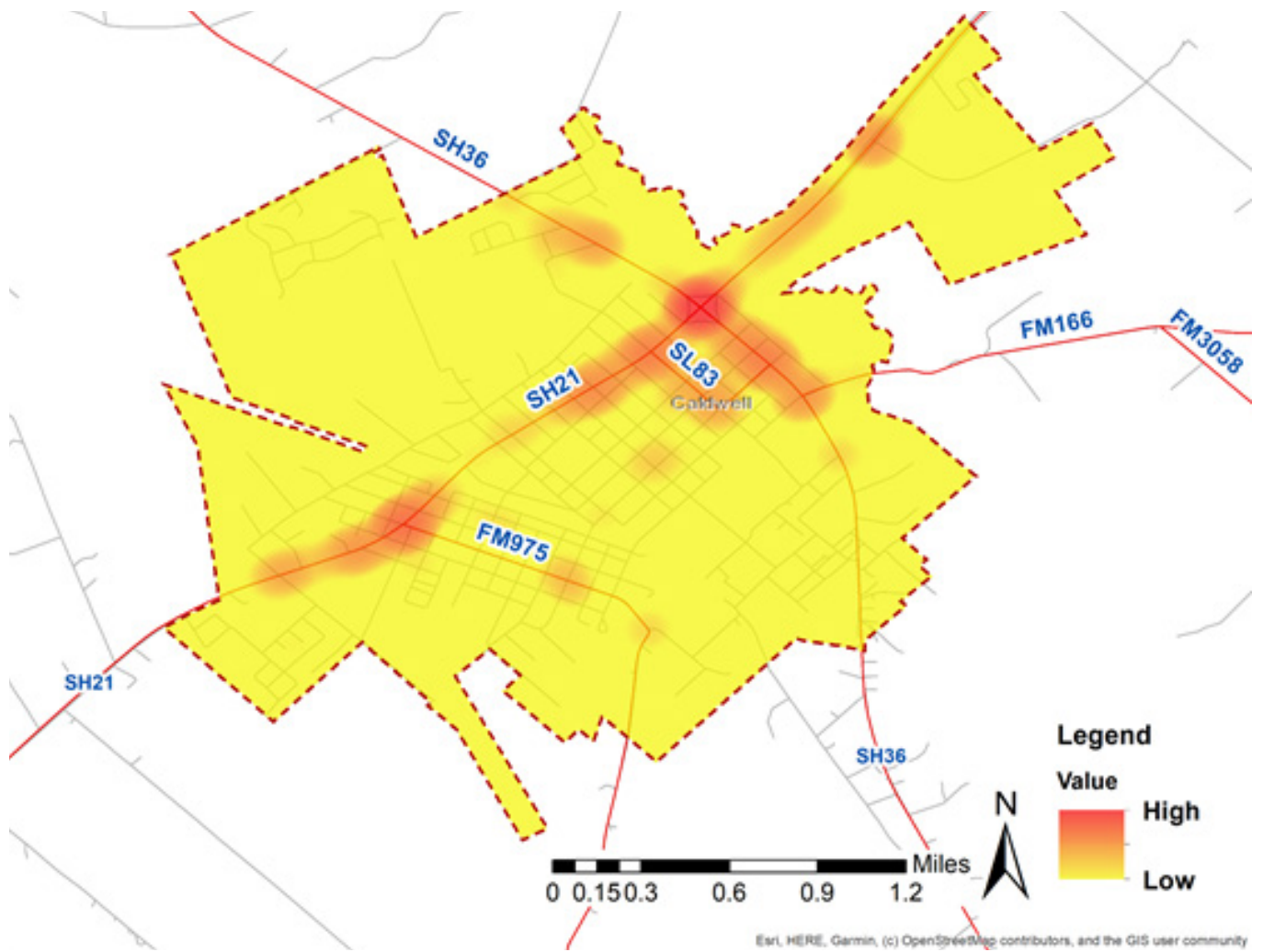


Figure 5.9. Heat Map and Table of Frequent Crash Location in Caldwell, TX, 2016 – 2021
Source: TxDOT Crash Record Information System¹⁵

Crash Frequency Stats in Caldwell, Texas 2016-2020					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Crashes	82	83	109	81	61
Fatal Crashes	3	0	0	0	0
Serious Injury Crashes	1	0	1	2	0

Table 5.4. Crash Frequency Statistics in Caldwell, TX 2016–2021
Source: TxDOT Crash Record Information System¹⁶

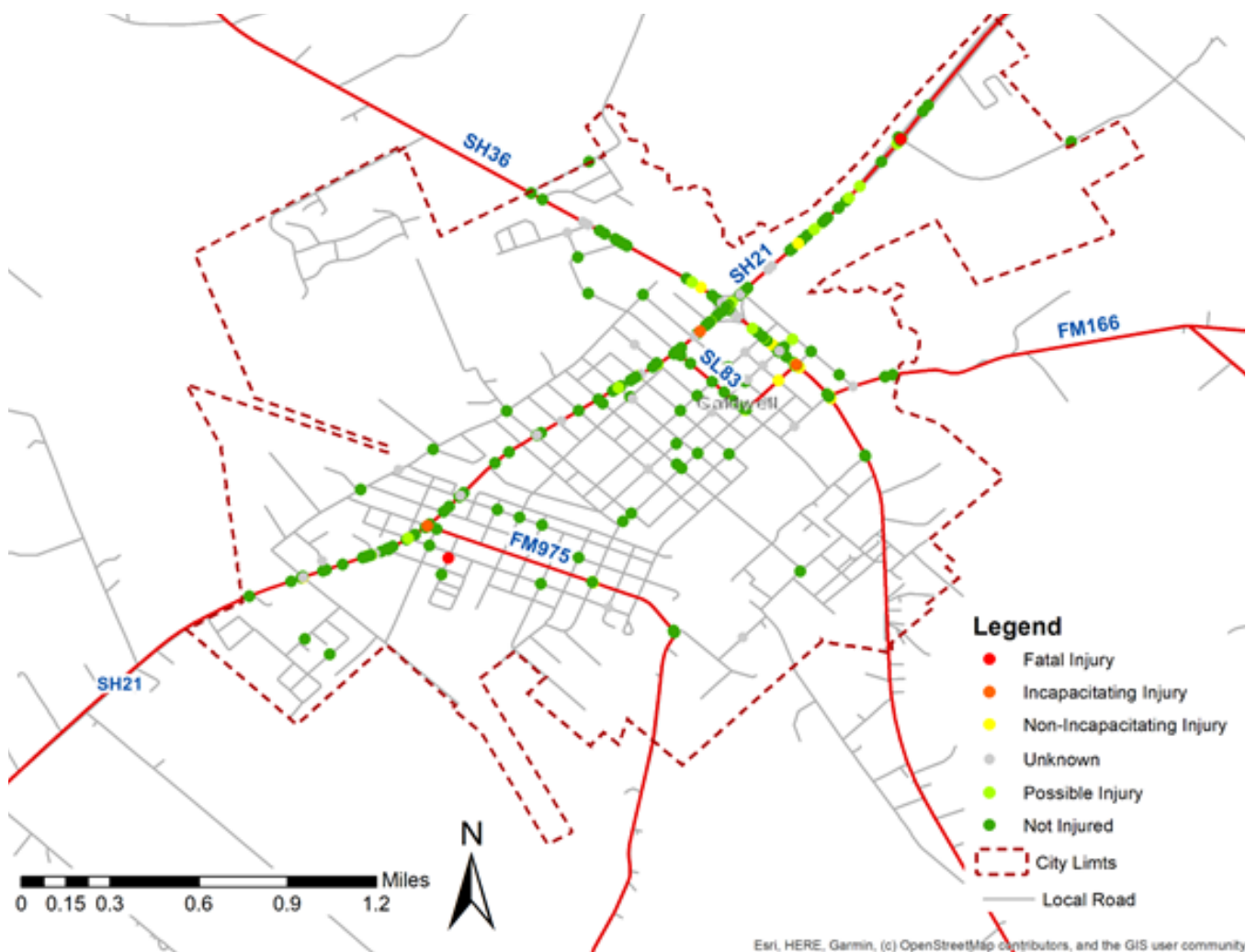


Figure 5.10. Severity of Crashes, Caldwell, Texas 2016 – 2021
Source: TxDOT Crash Record Information System¹⁷

Safety Analysis

Between 2016 and 2021, 419 crashes occurred in Caldwell, TX, resulting in three serious injuries and three fatalities. The remaining 413 crashes resulted in either non-injury or minor injury crashes. The top areas for crash activity occur along SH 21 and SH 36 and at their intersection. There is also a lot of crash activity near the Brookshire Brothers and Walmart shopping area, downtown around Main Street, and Caldwell High School.

Crash volumes are often affected by the surrounding land use, as well as roadway characteristics such as speed limits and the presence of traffic signals, along with traffic volumes, including pedestrians and vehicles¹⁸. In Caldwell, the majority of crashes appear to take place near traffic signals and where speed limits decrease.

Related TxDOT Projects

TxDOT has plans to upgrade SH 36 to a 4-lane standard throughout Burleson County, including divided highway construction on either side of Caldwell (to the north and the south). Additionally, bridge replacement is planned for the railroad underpass on FM 166 east of SH 36, which is currently a one-way grade-separated crossing on a curve. This segment of FM 166 will also receive a pavement seal coat as far as FM 1362. Other projects include a pavement seal coat for SL 83, covering E Buck St and N Main St between SH 21 and SH 36; preventative

maintenance for FM 975 between SH 21 and the rail overpass on the south side of Caldwell, and resurfacing of the remainder of FM 975. Just outside Caldwell, plans include a seal coat for FM 3058 and safety improvements along FM 2000. These plans are shown below in Figure 5.11.¹⁹

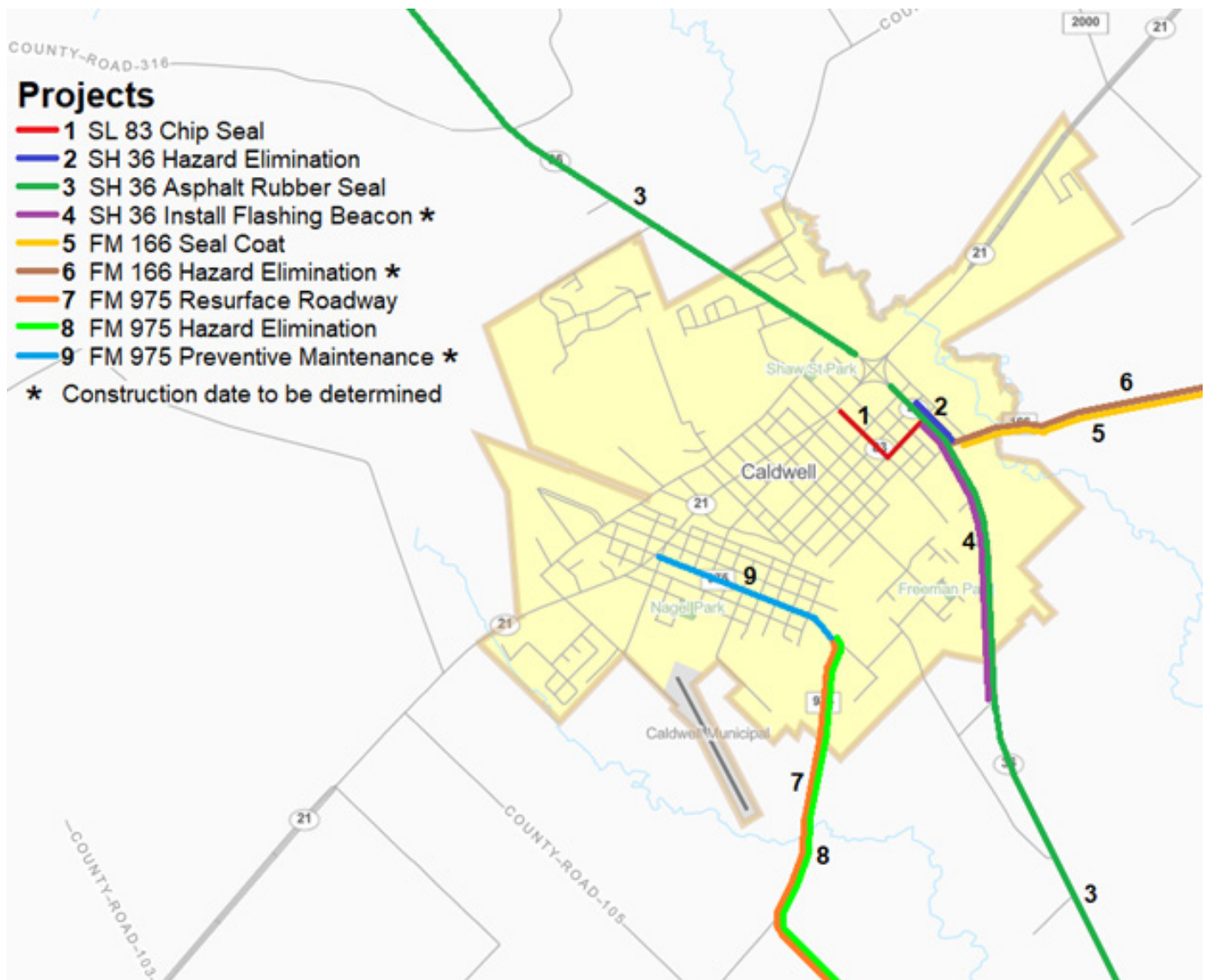


Figure 5.11. Map of planned projects in Caldwell, Texas
Source: TxDOT Project Tracker

Table 5.5. TxDOT Projects Planned for Caldwell, Texas

	Road-way	Description	Estimated Completion Date
1	SL 83	Chip Seal	3/9/2020
2	SH 36	Hazard Elimination	12/17/2020
3	SH 36	Asphalt Rubber Seal	5/23/2020
4	SH 36	Install Flashing Bea-con	To be determined
5	FM 166	Seal Coat	3/9/2020
6	FM 166	Hazard Elimination	To be determined
7	FM 975	Resurface Roadway	10/23/2020
8	FM 975	Hazard Elimination	5/15/2021
9	FM 975	Preventive Maintenance	To be determined

Source: TxDOT Project Tracker

COMMUNITY ENGAGEMENT

Engagement strategies included online and, later, in-person opportunities for community members to provide input across a variety of topics in addition to transportation. Engagement efforts began in fall 2020 and continued through summer and fall 2021, with strategies responding to the changing circumstances of the COVID-19 pandemic. Initially, strategies relied on virtual participation, with focus group meetings organized by theme and carried out using the Zoom platform. At the same time, more open-ended individual feedback opportunities were provided through the Social Pinpoint website, which allowed community members to post one comment for each theme area (of which transportation was one). The Social Pinpoint website also allowed participants to upvote and reply to other comments and include photos, location, and additional information. Subsequently, in spring 2021, engagement opportunities focused on specific subject areas, including transportation. Feedback was collected from the community at a virtual task force meeting on Tuesday evening, February 2, 2021 to identify transportation needs for the residents of Caldwell. The questions used in the Task Force meeting were pulled from comments on community engagement exercises on Social Pinpoint, the online platform that hosted the virtual activities.

The Task Force Meeting worked together on Google Jamboard, which is an online interactive white board. A satellite image of the City of Caldwell was uploaded and the team created sticky notes of comments and placed them on the board. Comments related to different categories including SH 21 and SH 36, Alternate Relief Routes, Community Facilities, Safety Improvements and Maintenance. A collection of these comments were pulled together and shown in Table 5.6. Figure 5.12 shows where some of those comments are referenced on a map of the City of Caldwell. Figures 5.13 and 5.14 map the opportunities/issues that were identified by Caldwell residents through engagement practices. The ideas mentioned in the Task Force Meeting on Tuesday, February 2, 2021 and the second task force meeting on March 9, 2021 were compiled and further researched.

SH 21 and SH 36	Road Improvements	Community Facilities	Safety Improvements	Maintenance
Conversion of SH 36 North into four-lanes due to the high number of big truck traffic.	Add a route around the city that could help with traffic congestion.	Emergency services are a top priority as well as fire, and police. There needs to be a positioning plan for the amount of staff and vehicles to service Caldwell and Somerville.	Railroad Crossing on Buck St, Old San Antonio Rd, 36, Main Street, and Kleb St could use safety improvements.	The road down OSR needs to be fixed... South Main Street also needs improvement. Update Streets. New asphalt top on main streets.
Manage traffic along SH 21 and SH 36 to improve safety at their intersection as well as others.	Find a designated route for heavy trucks that utilize residential streets. Moore St and Banks St needs maintenance.	There needs to be a protected left hand turn lane on Stone Street by the new elementary school. Widen roads in front of the elementary and intermediate schools.	More stop lights through the down-town area to manage traffic safely. More street lights in residential areas would improve safety.	Potholes create unsafe driving conditions. Fix potholes around town.
Add passing lanes on SH 36 every three miles. More red lights on SH 21 between the hospital and main street to slow traffic down.	The intersection of MLK St and 36 could use a turn lane or a potential light.	Improve roads on the fringes of the city to prepare them for future development.	Landscaped green medians can improve safety at dangerous areas and provide beautification.	Is the maintenance material the best for long term value? Need to keep maintaining roads.
Heavy traffic on SH 21 and SH 36 - McDonald's entry	Alternate route to Woodson's lumber yard, FM 975 (Banks St.) to 12th St. / Buck St.	Grid system streets make communities/cities easy to navigate and encourage tourism.	The west side of town over the railroad tracks need curbs and traffic signs at proper heights and zoning laws enforced.	
Widen SH 36			OSR improvements for future growth.	



Figure 5.12. Sidewalk and bike route proposal
 Source: Task Force Meeting on Tuesday, February 2, 2021

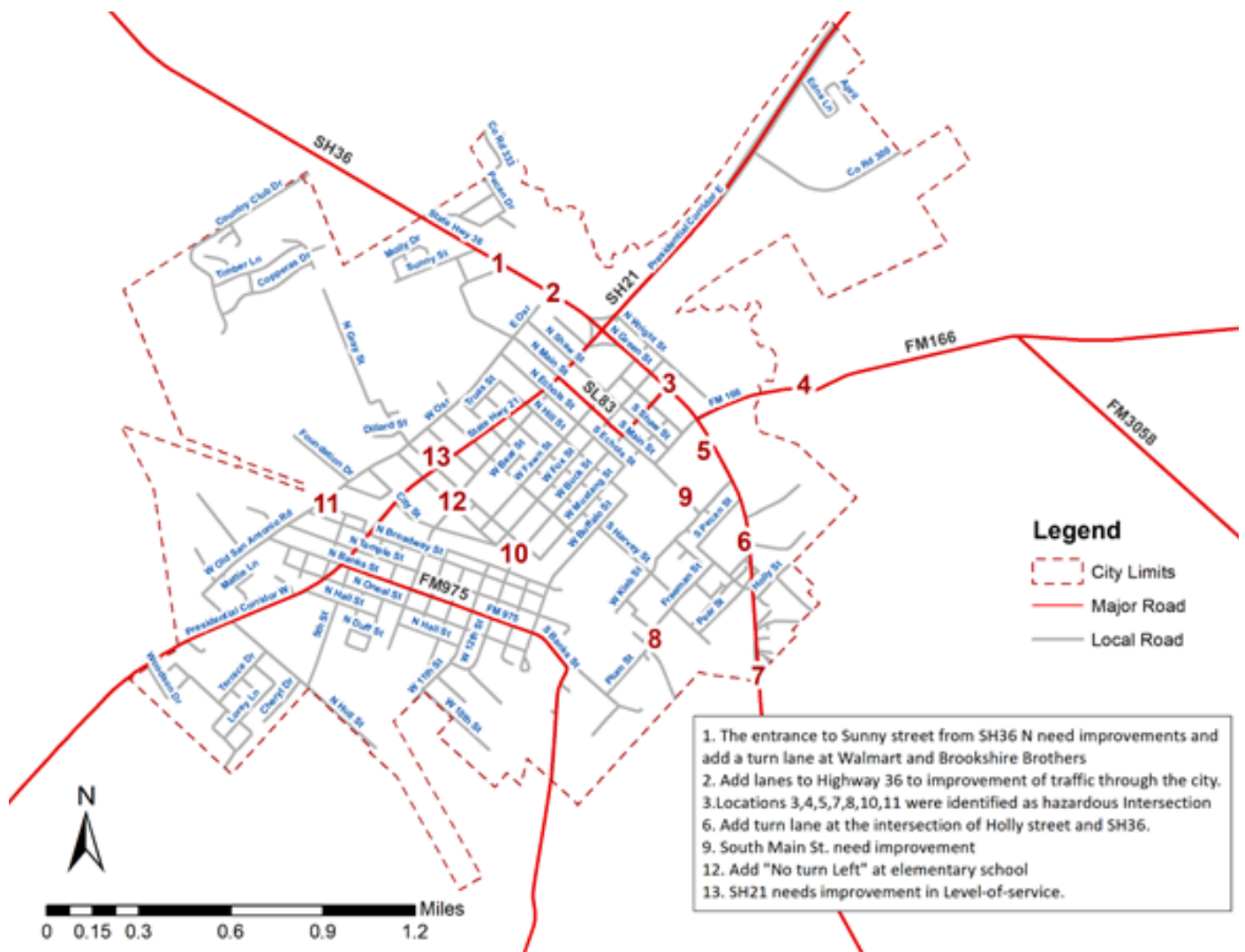


Figure 5.13. Issues identified from stakeholder feedback, Caldwell, TX
 Source: Caldwell Community Stakeholder Meeting held on January 25, 2021.

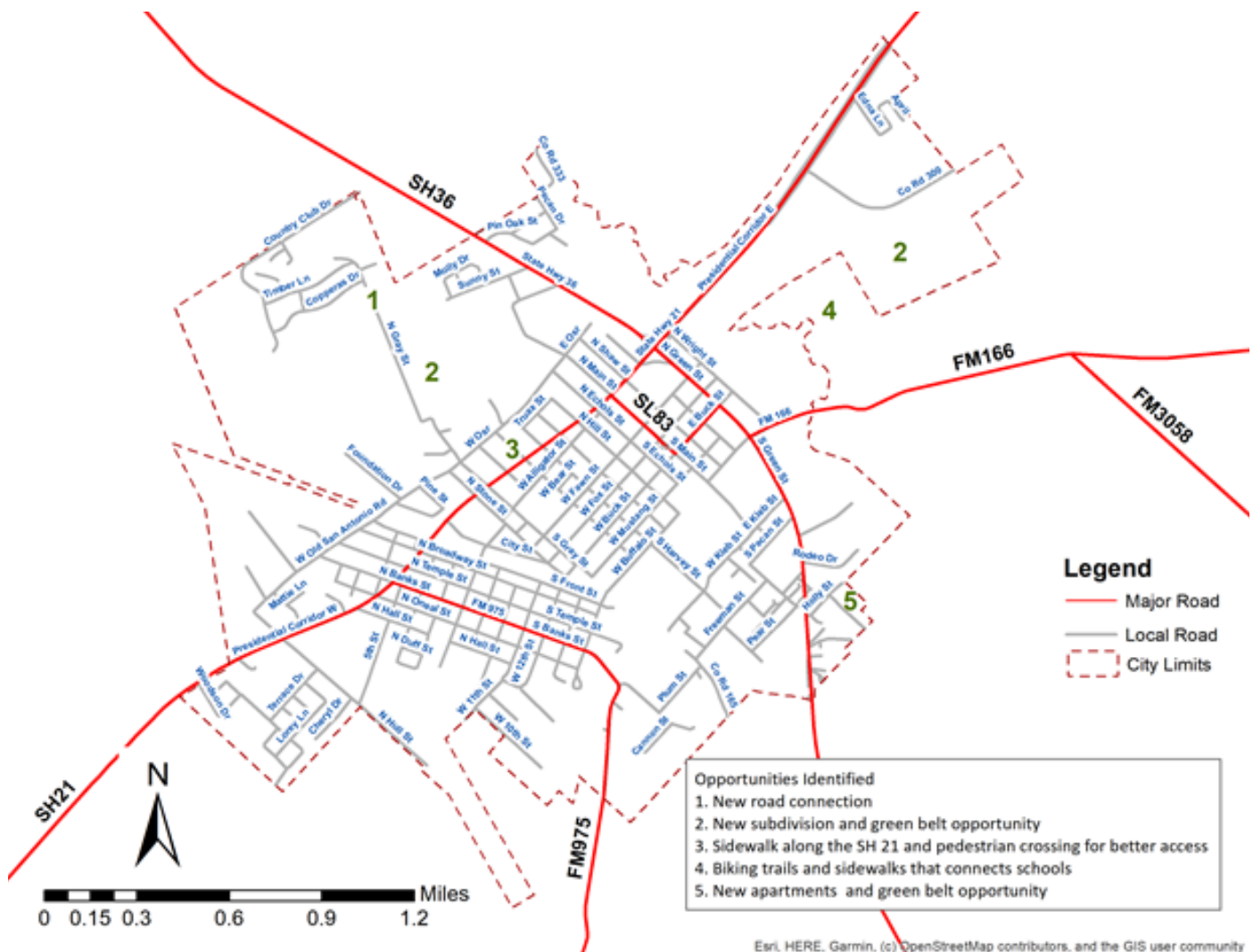


Figure 5.14. Opportunities identified from stakeholder feedback, Caldwell, Texas
Source: Caldwell Community Stakeholder Meeting held on January 25, 2021

RECOMMENDATIONS



IMPROVE EXISTING ROADS TO PROVIDE AN EFFICIENT AND SAFE TRANSPORTATION SYSTEM.

Although the most visible component of transportation plans is typically the construction of new facilities, maintenance of existing assets is equally, if not more, important for day-to-day use by residents and for the efficient use of financial resources, especially local tax revenue. Throughout engagement activities, participants made it clear that improving the conditions of transportation infrastructure

such as streets and sidewalks is a top priority. As such, Caldwell's transportation goals include a significant focus on implementing regular maintenance programs and keeping City assets in a state of good repair.

Similarly to this Comprehensive Planning Process, the City should consider establishing a transportation planning process that actively engages the larger community to provide community input to inform maintenance and safety improvements with the goal of expediting the roadway maintenance process. The transportation planning process should also include public outreach to qualified and interested individuals to form a transportation task force. The duties of the task force will be to coordinate roadway maintenance efforts, roadway expansion efforts, and explore support for all other transportation projects matters. The task force will primarily serve to review projects to be constructed. One primary function of

Case Study: Mobility Task Force: Sugar Land, TX

In January of 2020, the Sugar Land City Council formed a Mobility Task Force (MTF) of 22 community members representing a diverse range of mobility interests including drivers, cyclists, walkers, transit users, seniors, parents of school children, people with disabilities, and business owners. The MTF was appointed to help develop a Mobility Master Plan for the city. Similarly to Caldwell's Comprehensive Planning Task Force, the MTF had a set list of priorities and responsibilities:

- Participate in community dialogue and education process regarding general transportation and mobility issues
- Review the City's current mobility plans including the Comprehensive Mobility Plan, Pedestrian & Bicycle Master Plan, and the Master Thoroughfare Plan
- Review the City's policy questions to be addressed through the development of the Plan, and to provide input on policy changes as well as new policies
- Make a recommendation of the Plan to City Council for consideration
- Serve as advocates for the development of the Plan within the community while the project is ongoing²⁰

The City's transportation and mobility innovation manager, Monique Johnson, stated: "We're trying to really capture the different mobility interests of the community and what their needs are. As we begin to develop this, we want them to feel like this is their plan."²¹ The MTF members committed to monthly meetings to accomplish this three year long effort that will culminate in a city-wide and node-specific mobility plan. While Sugar Land is a much larger city than Caldwell, this transportation and mobility planning process is an example of combined community efforts to accomplish a common goal.

the task force will be to involve the public on transportation related issues. The City would need to create a “social contract” to outline the purpose and scope, as well as other organizational criteria (eligibility requirements, etc.). Regular community-wide meetings with the task force and residents would also help the City gather further information and feedback on transportation-related matters.

Additionally, to obtain feedback on transportation facilities, the City should upload a roadway inventory and set up an online comment submission form on the City’s website. Extending the opportunity to the public to review and provide updates on the roadway inventory will help alleviate a burden of work on City Staff, as well as serve to involve the public on important matters and build trust and open communication with the community.

The City of Caldwell currently does not have a maintenance schedule for pavement management services. Per the City Administrator, Caldwell earmarks approximately \$500,000 on the annual budget towards maintenance. The City should develop a system to perform regular and timely maintenance of existing transportation infrastructure.

An annual inventory should be taken of existing road inventory to improve infrastructure conditions and facilitate maintenance planning while reducing the amount of time streets are under construction. Caldwell can begin by recording visual inspection data of the roads and rating the roadway on a 1-5 score scale, with 5 being the highest score and 1 being the lowest.²² There will be three grading criteria for the roads: visual conditions, traffic congestion, and capacity. Traffic scores will require a rough estimate of traffic counts on city roads. Occupancy of the roadway can be assessed visually by taking into consideration the dimensions, general traffic counts, and surrounding land uses. The three scores once summed up will classify the roads based on priority of repairs. Roads with a sum score from 1-5 will receive a “critical” rating, 5-10 sums will

receive a “poor” rating, and scores from 10-15 will receive a “good” rating.

Other important information for the priority score assessment that can be included in the same table are the dimensions of the roadway (length and width), functional classification, and road surface material. Color-coding the table will help visibly identify data at a glance; red, yellow, and green can be used as colors for the rating, while colors for the scores can vary. Table 5.7 demonstrates what a sample priority score inventory assessment could look like.

There are four main maintenance categories: routine maintenance, preventive maintenance, rehabilitation, reconstruction. Routine maintenance concerns improving elements such as trimming the grass, bushes, and trees along the edges of the roadway, repairing culverts, and filling in cracks and small potholes. The prime benefit of routine maintenance is that it can help prevent further deterioration that may require more intensive repairs. Preventive maintenance is done to roadways that have experienced visible degradation and thus may require a coat of “chip seal” to prevent further deterioration. Both preventive maintenance and routine maintenance should be accounted for in the annual budget. Rehabilitation and reconstruction are significant financial decisions that should be financed through a capital improvement plan. Rehabilitation involves major repairs that will completely repair the road surface, but no changes to the subgrade. Reconstruction will rebuild both the road surface and the subgrade found beneath the roadway. Table 5.8 indicates the maintenance types, associated costs, and land suggestions.

The maintenance schedule and inventory assessment should not include roadways maintained by the Texas Department of Transportation maintained roadways, which are SH 21 and SH 36, as well as Loop 83 comprising Main Street and Buck Street. A completed maintenance schedule should delineate the type of maintenance to be done and its associated duties and costs.

Table 5.7: Priority Rating Schedule (illustration only)

Rating	Road	Functional Class	Dimensions (ft)	Area (sq. ft)	Surface	Condition	Traffic	Capacity	SUM
Good	FM 975	Major Collector	200 x 25	2500	Asphalt	3	4	4	11

Table 5.8: Maintenance Types

Maintenance Type	Duties	Recommendations	Associated Costs
Routine Maintenance	•Keep edges (shoulder) of the roadway clean •Cleaning repair of culverts •Sealing minor cracks and potholes, and re-graveling small areas	•1-year schedule •Yearly assessment will provide greater knowledge of the roadways •Yearly assessment will improve the annual budgeting process, both short and long-term	•Average low bid prices should be used as a starting point for more accurate budget calculations •Be aware of market tactics, unbalanced bidding, project variations, and importance of good estimating²³
Preventive Maintenance	•Chip seal road surface treatment •Sealing small to medium cracks and potholes	•5-year schedule •Road surface repairs, like chip seal, have an average life span of 5 years •Incorporated in the annual budget	•Prices will vary by project, location, and other temporal factors
Rehabilitation	•Major road surface repair not including the subgrade	•10-year schedule •Financed through a Capital Improvement Plan	
Reconstruction	•Major road rebuilding of both the road surface and subgrade	•10-year schedule •Financed through a Capital Improvement Plan	

Source: Town of Boulder Junction (Vilas County, Wisconsin); TxDOT

As part of a focus on keeping the entire infrastructure system in good working order, the City should coordinate transportation improvements with sewer and water infrastructure maintenance to ensure a streamlined and proactive process.

The City's equipment and machinery should also be maintained in good condition, so it is recommended that the City create a fleet replacement program and purchase the machinery needed for the Public Works Department to maintain and repair roadways. Additionally, the City should require or incentivize operations training for all Public Works employees.

Caldwell should seek to ensure uniformity and consistency in maintenance procedures and roadway aesthetics to comply with TxDOT road classifications and City Design Guidelines.

Safety should be a primary focus and concern for the City in terms of the transportation network, so the City should prioritize measures to ensure the safety of both motorists and pedestrians as they travel. This should begin with the identification of hazardous or high crash frequency locations as well as roadways and intersections around churches and other community facilities for potential traffic calming needs. To accomplish this, the City needs to explore traffic calming techniques and prepare appropriate design guidelines.

The City should work with TxDOT to monitor traffic and determine appropriate traffic calming and safety improvements around key intersections, including:

- SH 21 and Woodson Dr, Gray St, Johnson St, and Moore St intersections
- SH 36 and Rodeo Dr intersection
- SH 21 and Gray St or SH 21 and Johnston St intersections

There are a number of other intersections around the City that require monitoring to consider traffic safety and calming measures such as stop signs, midblock crossings, and crosswalks:

- W Buck St and S Harvey S.
- Around the Courthouse Square (W Buck, S Main, W Fox, and S Echols)
- Around schools, including Caldwell Elementary, Intermediate, Junior High, and High School and the First Baptist School.

While considering implementing traffic calming measures (striping, pavement, "spot" geometric improvements, etc.), the City should employ the expertise of professionals to perform necessary studies to identify "low cost-large gain" mitigation. Figure 5.17 shows some potential traffic calming measures.

Some specific traffic and transportation considerations relate to railroad crossings and truck routes. Among other objectives, the City should work with BNSF and Union Pacific to maintain "no horn zones" as the City expands and adds new railroad crossings. Additionally, the designation of Temple St as a truck route to the industrial park should be re-evaluated while examining the utilities and road conditions. It is also recommended that both Banks and 12th Sts be designated as truck routes to prevent truck traffic downtown and in residential areas.

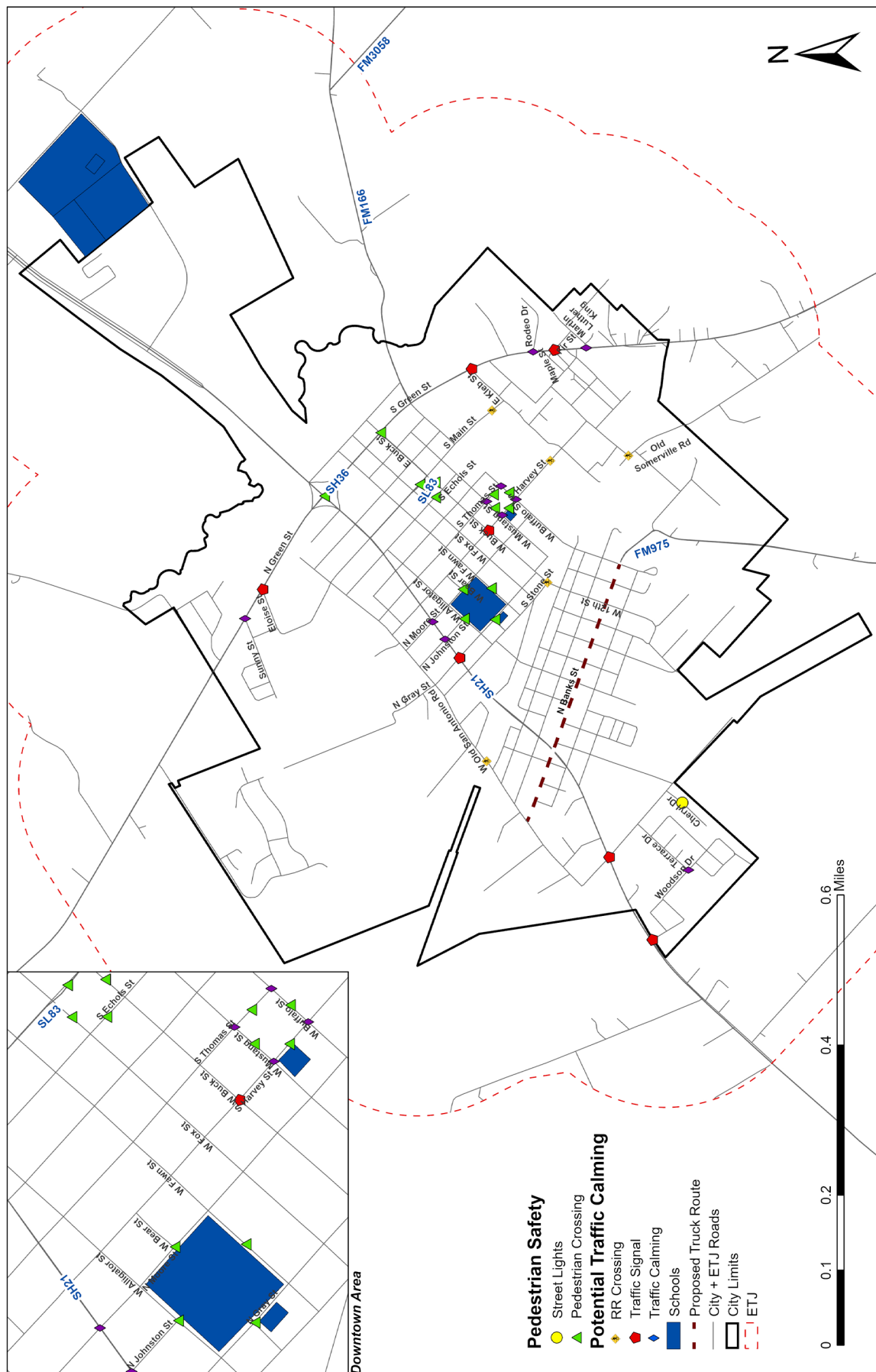


Figure 5.17. Potential Safety Improvement Priorities

Types of Traffic Calming Measures



Median



Street Trees



Pinch Point



Two-Way Street



Chicane



Speed Hump

Figure 5.18. Potential Traffic Calming Measures
Source: City of Dallas: Traffic Calming Toolbox²⁴, NACTO Guide²⁵



ENHANCE THE ROAD NETWORK TO ACCOMMODATE FUTURE GROWTH.

Caldwell should actively engage with TxDOT and other public transportation agencies to accomplish its goals for the transportation network, including investigating potential roadway upgrades and transit or vanpool services based upon projected future needs and demands. The City needs to also work with TxDOT to develop an access management plan for SHs 21 and 36.

This plan recommends upgrading a number of roadways based on traffic volumes, functional classification, the Master Thoroughfare Plan, and City Design Guidelines. These include:

- Farm to Market roads to Minor Arterials
- N Banks to Minor Arterial
- County Roads to Major Collectors
- North and South Main St, East and West Buck St, North and South Harvey, and OSR to Minor Collectors

Figure 5.16 shows the ideal roadway cross section for the proposed sidewalk and bicycle route on Main Street, seen in Figure 5.20 and Figure 5.21. If the functional classifications of 12th St and Buck St are updated to minor collectors, as seen on Figure 5.15, then this cross section should be used in order to accommodate pedestrians and bicyclists. If Gray Street is connected and given a higher functional classification, then the roadway design should look like the cross section in Figure 5.16. The availability of right of way will affect the feasibility of this design, as acquiring land from private owners can increase the cost. This is especially true for the section of Main Street north of SH 21, where right of way is particularly constrained.

The City should also work with TxDOT to discuss the option for railroad underpass bridge improvement schematics and design for SH 36 as well as the feasibility of establishing a truck relief route. SH 21 and SH 36 would be the two roadways in which a truck relief route should be constructed for, however they each have their own unique characteristics to consider. In terms of percentage of traffic volume comprising trucks, SH 36 traffic has a higher percentage of trucks than SH 21. However, both of these highways have similar amounts of truck traffic along their corridors, above 2,000 trucks per day. The location of the state highways also play an important role in determining the placement of the truck relief route. SH 21 runs between the two most highly populated areas of Caldwell while SH 36 is on the periphery of these two areas. In general, it is important for Caldwell to monitor TxDOT plans to stay updated on proposed transportation related projects in the region.

As Caldwell grows, it is important to monitor development within the city as well as in the ETJ to ensure adequate and timely transportation improvements including roadway extensions and sidewalk and bike lane upgrades. The City should collaborate with the County and engage with developers to ensure connectivity to future developments in the ETJ areas through proposed road extensions/connections. The thoroughfare plan points to a number of areas that will need road extensions and connections if development occurs on those properties:

CR 300 to CR 333

CR 102 to Country Club Drive

Woodson Dr to CR 106

S Banks St to Somerville Rd intersection with CR 107

MLK St to SH 36 and MLK St to FM 3058

FM 166 to CR 300

A conceptual map of these extensions can be found in Figure 5.15.

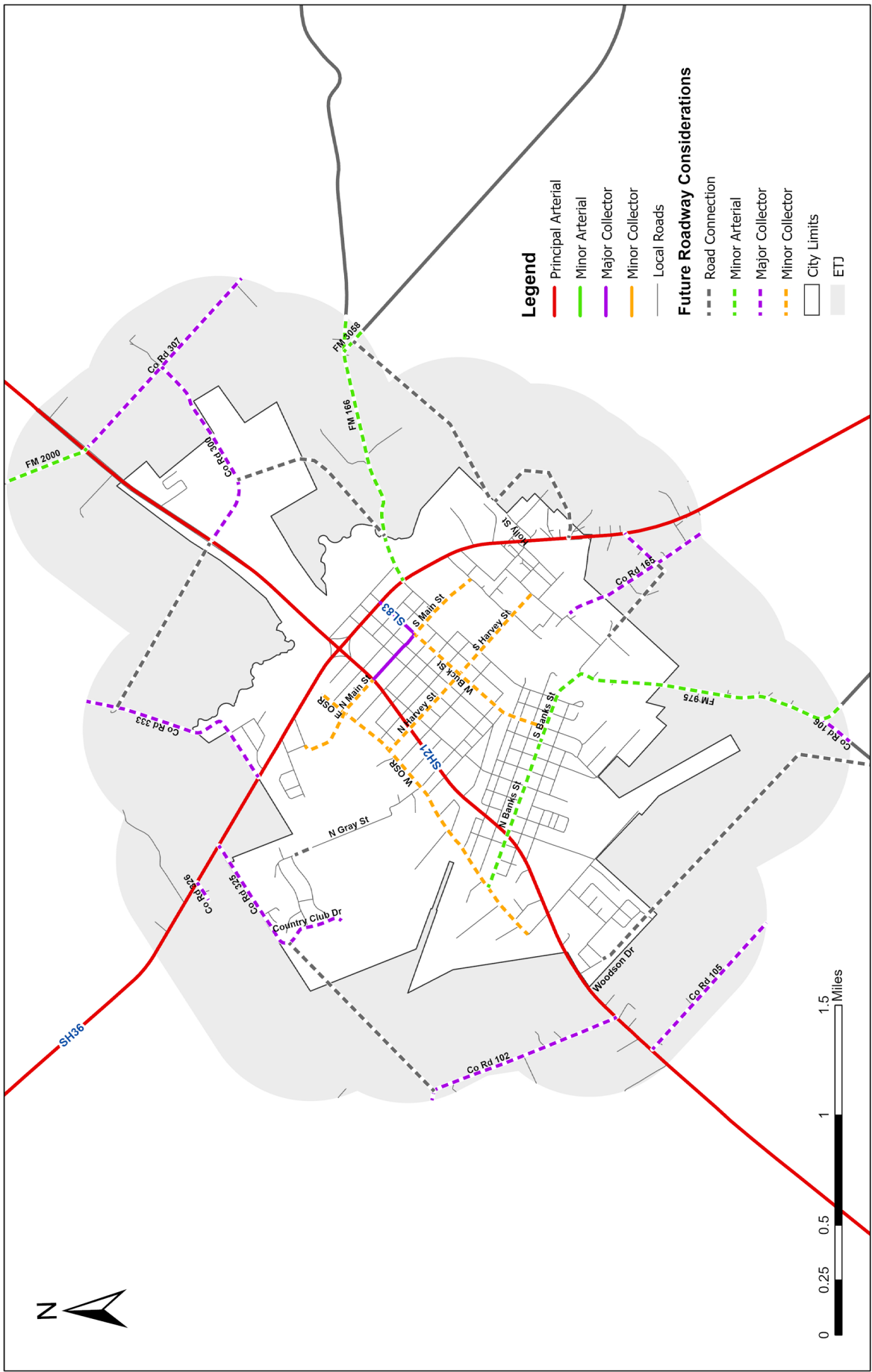


Figure 5.15. Proposed Thoroughfare Map for the City of Caldwell

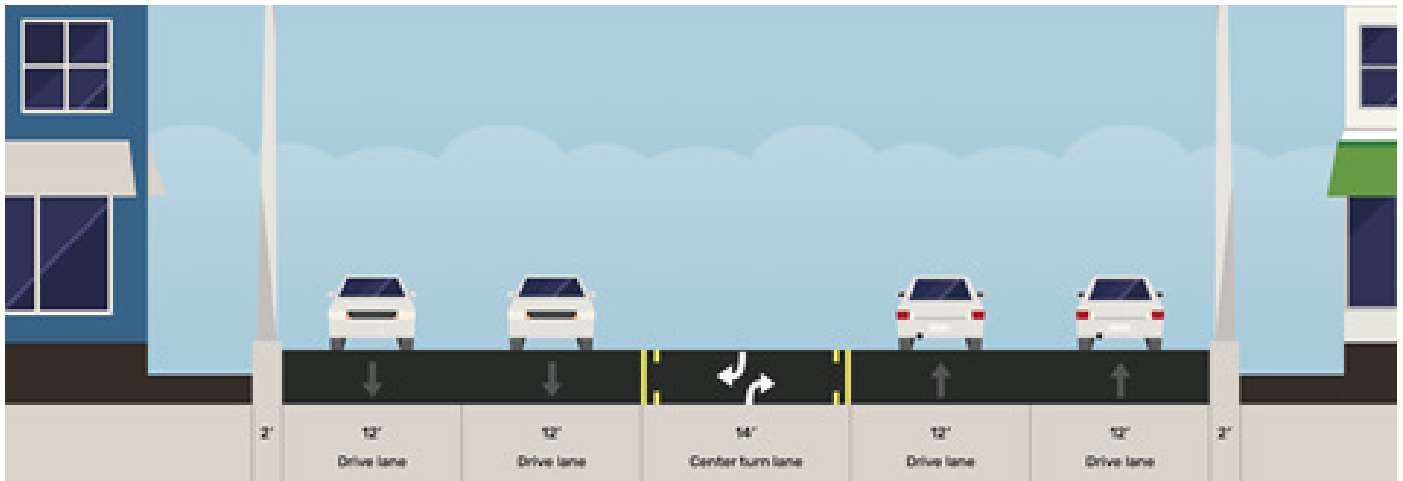


Figure 5.7 Existing Principle Arterial Design



Figure 5.7 Proposed Principle Arterial Design Guideline

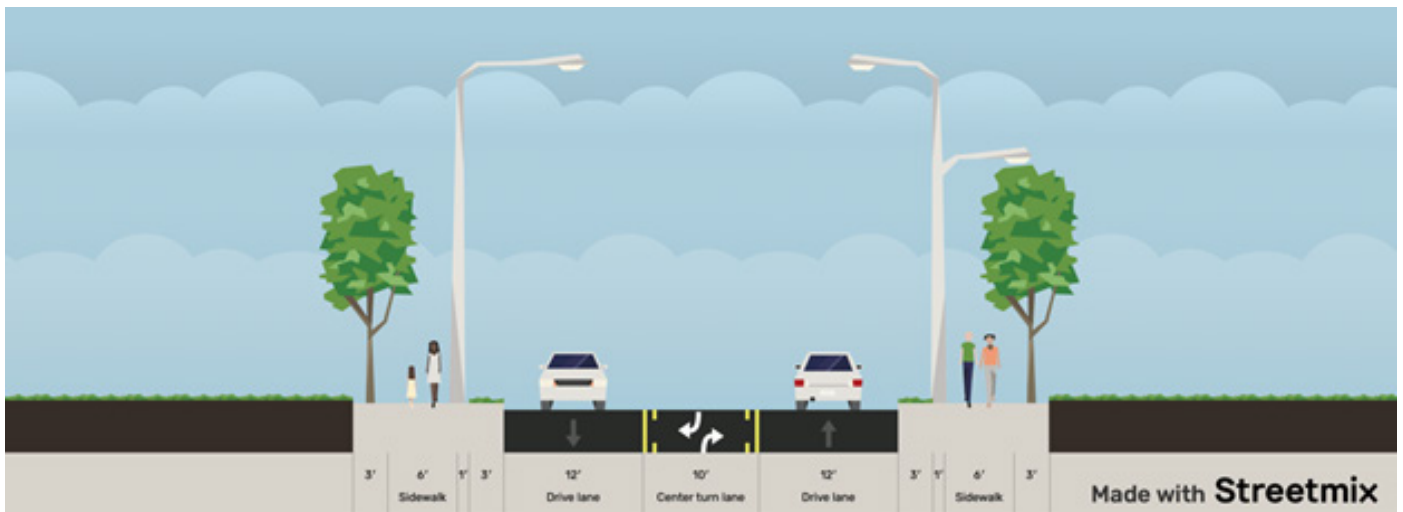


Figure 5.7 Proposed Minor Arterial Design Guideline



Figure 5.7 Proposed Major Collector Design Guideline with 45' Minimum Right-of-Way

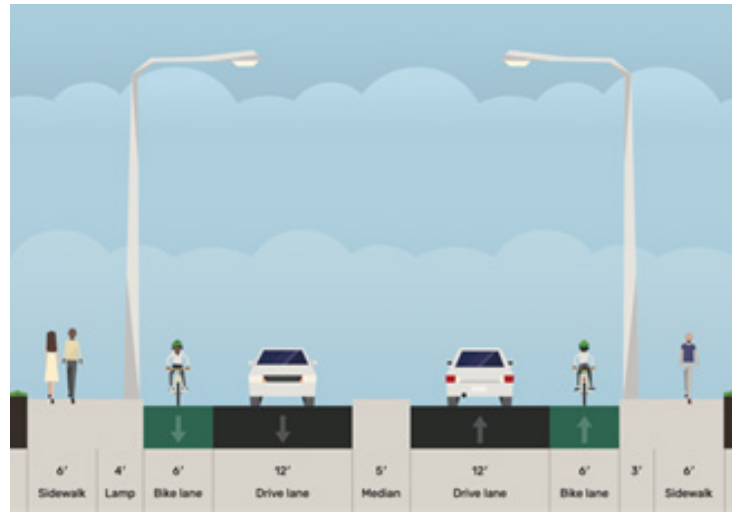


Figure 5.7 Proposed Major Collector Design Guideline with 60' Minimum Right-of-Way

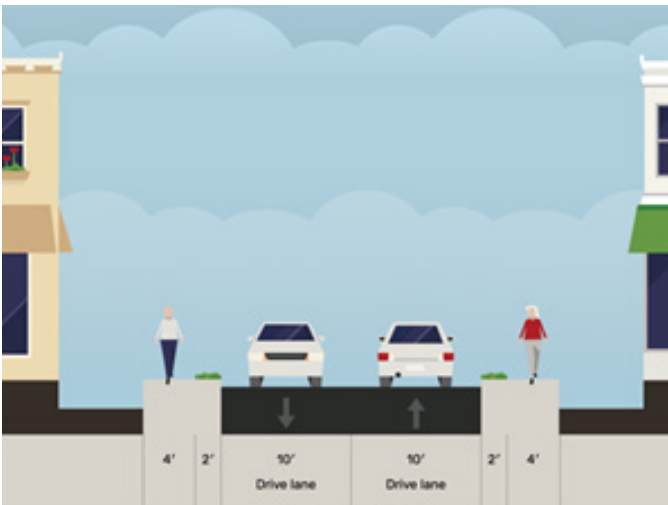


Figure 5.7 Existing Design for Minor Collectors in Commercial Areas

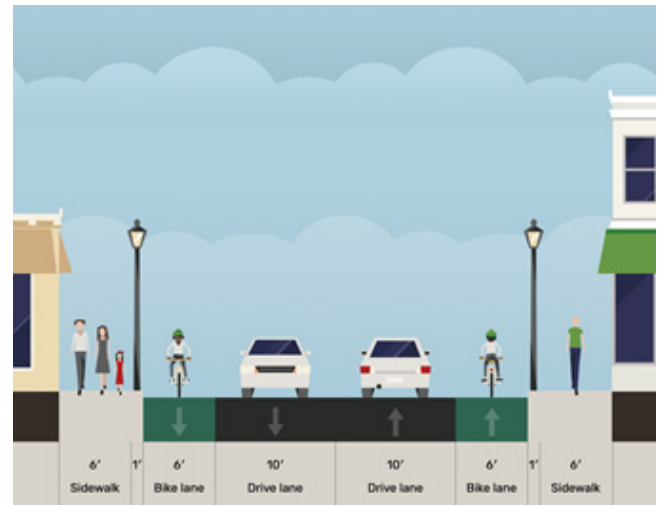


Figure 5.7 Proposed Design Guideline for Minor Collectors in Commercial Areas

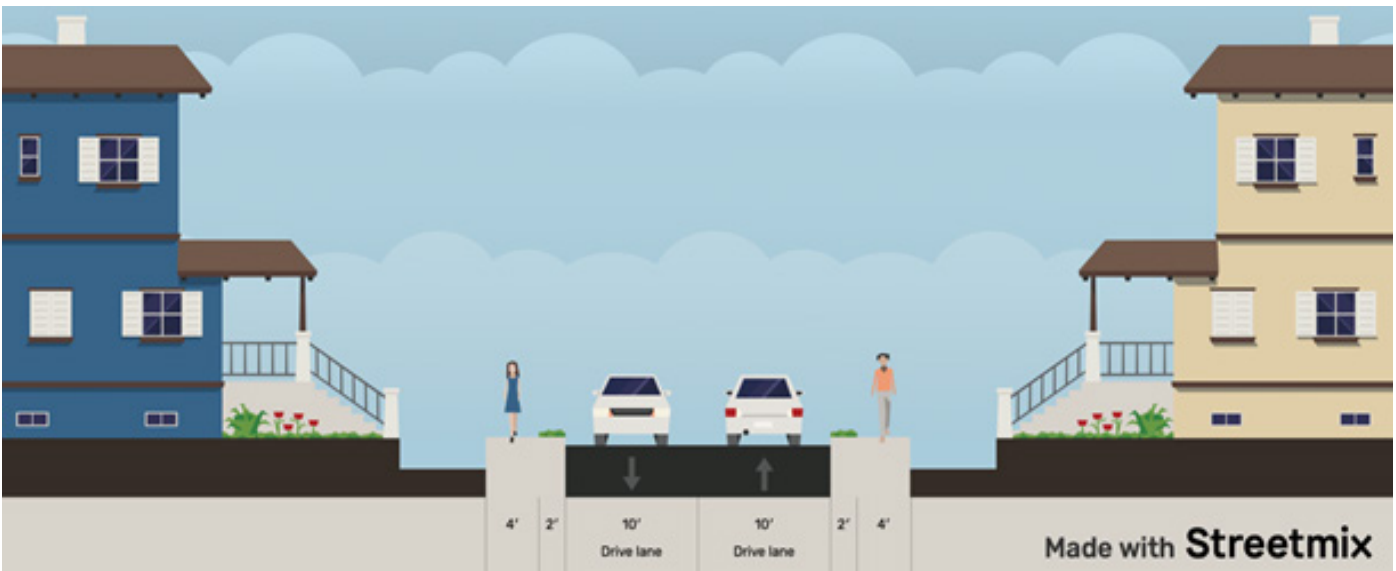


Figure 5.7 Existing Design for Minor Collectors in Residential Areas

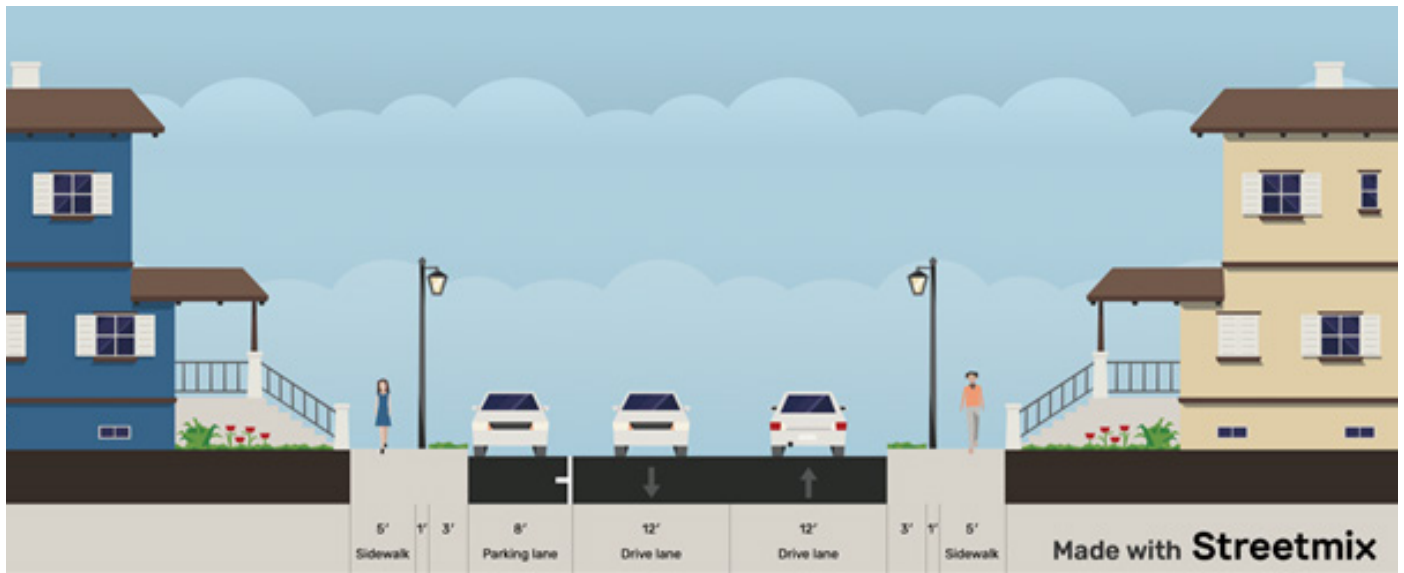


Figure 5.7 Proposed Design Guideline for Minor Collectors in Residential Areas

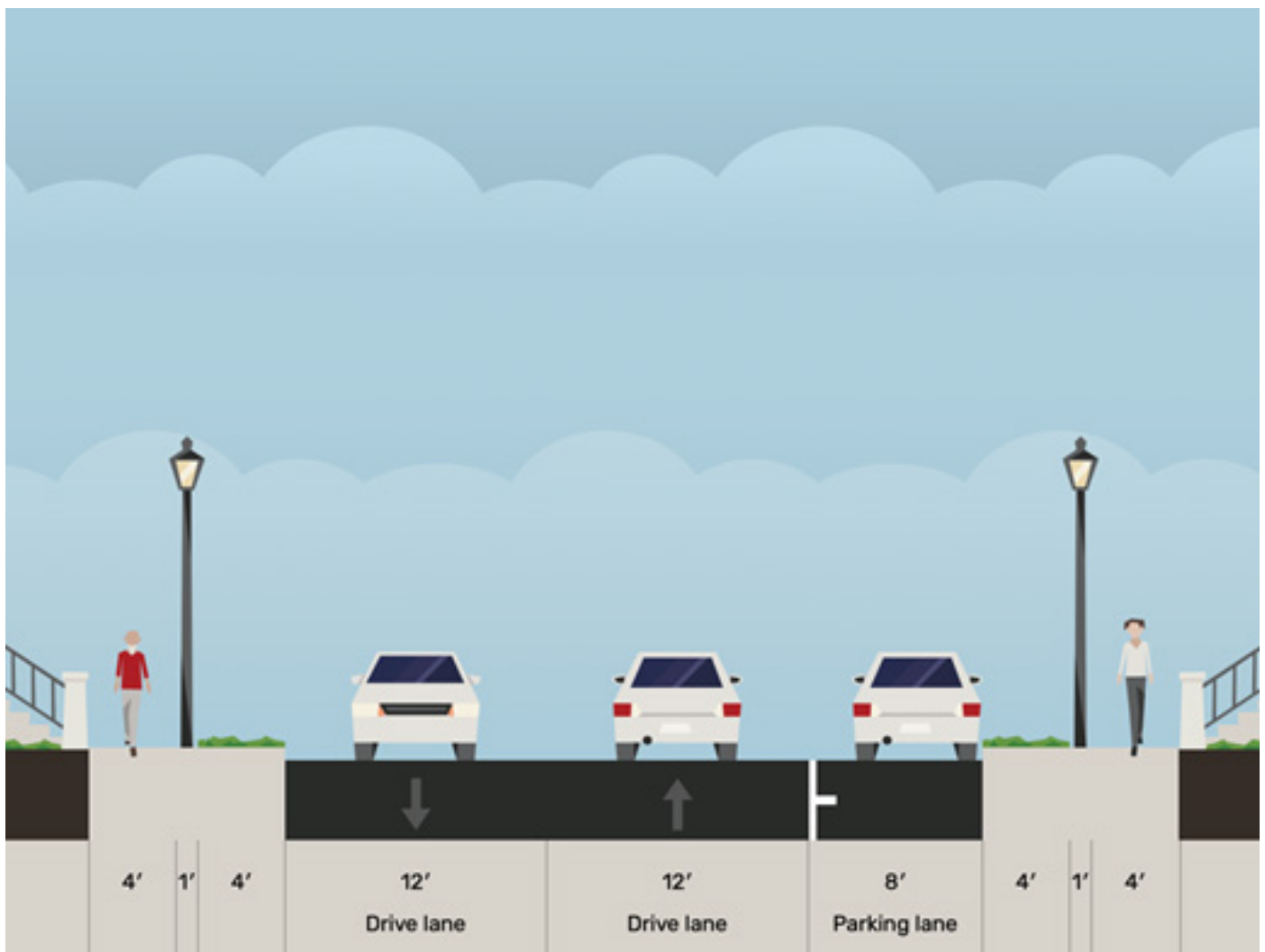


Figure 5.7 Proposed Design Guideline for Local Roads

To accomplish these goals and accommodate roadway improvements, the City needs to update (or create) appropriate city policies and programs that will guide this process. It is recommended that the City revisit and improve regulations for access management to existing and proposed roads and update and enforce roadway design guidelines and standards to establish a cohesive, accessible transportation network.

The downtown square is a major commercial and social hub for Caldwell, which should be of particular interest and focus when planning for transportation improvements. Therefore, the City should evaluate the downtown area to establish design options for streetscape improvements that integrate transportation and utility needs. Additionally, the City needs to conduct a utility study for this area to evaluate the need for utility service upgrades

and improvements. It is recommended that the City coordinate Capital Improvement Projects (CIP) to simultaneously update utilities (water, sewer, electric) and street conditions and enhance streetscapes in the downtown area.

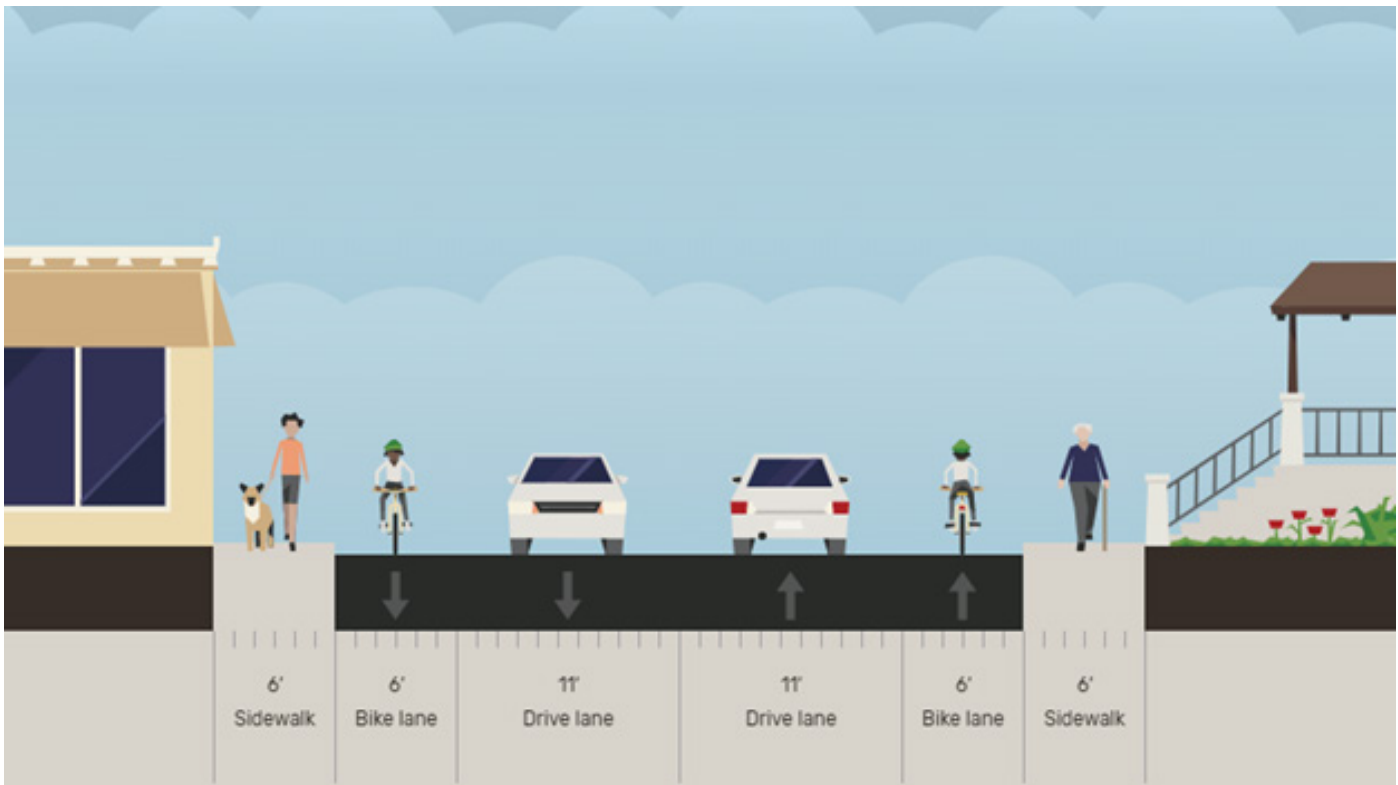


Figure 5.16. Proposed Future Main Street Cross Section



IMPLEMENT SUSTAINABLE MULTI-MODAL TRANSPORTATION NETWORK FOR CONNECTIVITY AND ACCESSIBILITY.

Sustainable transportation is another word for ‘green’ transportation and uses travel methods that do not rely on the use of fossil fuels. Options include hike and bike trails, sidewalks, greenways, and bike lanes. These facilities can encourage a healthy and active lifestyle. Other benefits include decreased traffic congestion, improved community safety, enhanced community accessibility and involvement, and better partnerships among schools, local municipalities, parents, and non-profit organizations.

An important aspect of the transportation network is accessibility, so the City should prioritize improving accessibility to all neighborhoods and achieving a more equitable transportation system through promotion of a friendly, active transportation system (pedestrians, bikes, and similar modes) between schools, neighborhoods, and the downtown. This can also include the development and installation of wayfinding signage throughout the city.

The City of Caldwell can benefit from more infrastructure for pedestrians and bicyclists, such as protected bike lanes and more sidewalks. Better infrastructure can encourage residents to change their primary transportation method and try biking or walking to their activities. Walking and biking promotes healthier lifestyles, lowers costs for roadway maintenance, encourages more equitable access for users of different modes, and is even proven to have economic benefits, with pedestrians and cyclists having better access to local businesses. Currently, the only sidewalks

Case Study Safe Routes to School – Pasadena, Texas

Pasadena, Texas, is a city with a population of 149,043 located southeast of downtown Houston. Pasadena has the highest rate of obese children ages 12 and over in Harris County. The Pasadena Safe Routes to School initiative aims to increase the number of children actively walking or biking to school and reverse the trend of increasing obesity. The time spent for students actively traveling to and from a destination helps students achieve the recommended 60 minutes per day of physical activity. A group of local stakeholders has been focused on preventing childhood obesity in Pasadena school districts since 2014. The task force, known as Healthy Living Matters, has promoted policies and education around healthy eating and active living in Pasadena. In 2017, Harris County Public Health received the Great Region Excellence Award from the Houston-Galveston Area Council for coordinating the Pasadena Safe Routes to School Initiative. “Their work was selected due to its strong partnerships, clear vision, and efforts to address the lack of safe and active transportation options in that community.”

Caldwell may be able to learn from Pasadena’s experience. The cities have a similar median income of around \$45,000 per year. According to the Texas Department of Health and Human Services, approximately 32% of Caldwell residents are obese. The Safe Routes to School Program could assist in efforts to promote healthy, active lifestyles for the children of Caldwell.²⁷

Safe Routes to School

The Safe Routes to School Grant provides funds to build the infrastructure necessary to help children in grades K-8 and those with disabilities bike or walk to school safely. The Safe Routes to School program is a federally funded cost-reimbursement program managed by the Traffic Operations Division at TxDOT. Any state agency and political subdivision such as a city or a county within Texas can apply for the grant. The City should work with the School District and transportation committee to develop routes and improvement plans for Safe Routes to Schools, to be prepared for funding opportunities.

in Caldwell are found in the Downtown area, with significant network gaps, as can be seen in Figure 5.19. A key recommendation is to expand sidewalk inventory to provide the connection of the sidewalk gaps in the original town sidewalk network from the boundaries of S Stone St., W Alligator St., S Porter St., and W Buffalo St. Another target area that needs to be considered is to work with the railroad to install a sidewalk across SH-21 from OSR to Buck St. to safely connect the community.

To promote healthy, active lifestyles and ensure pedestrian safety, there are a number of sidewalk extensions and bike infrastructure projects that should be planned for and implemented. Priority locations can be found in Table 5.9. When implementing these extensions and improvements to existing infrastructure, the City needs to ensure all additions of sidewalks along new and existing roadways are in line with the city's design guidelines. In general, the City should seek to improve connectivity

between parks, such as linking Noack Fields and 7th Street Park with a bridge.

With the goal of ensuring and improving accessibility for all ability levels and ages, the sidewalk and bicycle network should be compliant with ADA Standards. Some of those standards include the slope and width of curb ramps and surface texture. The City of Caldwell should implement a American Disabilities Act (ADA) Transition Plan for all city facilities, parks, public spaces, and other public rights-of-way (ROW's). The city currently has many different facilities located throughout the community, and were also built before 1990's when the ADA was signed into law. The city should begin to encourage programs that are in compliance with ADA to ensure that all facilities are accessible for all people. An ADA transition plan should be a comprehensive plan, that includes all facilities and infrastructure with public access. The city should assess each facility, examining all of the areas that need improvements to come into compliance. A Title II transition plan will need to outline the current problems, areas that have already been improved and when, outline solutions to the remaining areas of the community. All new development and redevelopment are required to be in compliance with ADA and should be enforced accordingly.

To further promote physical activity and connectivity to other areas of the City, greenbelt areas should be developed, as outlined in Figure 5.21. Shared bike lanes should also be added to new and existing roadways, in line with the City's design guidelines.

The City and school district should encourage and educate students and parents on active transportation through capacity-building programs. Going forward, in order to facilitate active transportation and adapt to new developments, the City should determine future sidewalk improvements in areas beyond the proposed connections by conducting a walkability study.

The City currently has limited options for public transit, so the City should research options to provide public transit to meet the needs of residents without access to personal vehicles. For example, to expand and improve residents' ability to access healthcare, the City can explore options to provide public transit to health resources, such as Burleson Health Resource Center funding and communicating existing services provided by- Health Point, BVCOG, the Hospital District and St. Joseph Medical Center.

Additionally, the City should conduct feasibility studies for shuttlean enhanced bus service as well as park-and-ride facilities to facilitate carpooling and vanpooling, especially to the Bryan/ College Station area. To further increase regional transit options, it is recommended that the City engage potential local and regional transit partners, such as the Brazos Valley Transit District.

Table 5.9 Sidewalk & Bike Route Expansion Recommendations

Consider expanding sidewalk inventory to provide connections of/from:	Downtown to Freeman Street (Figure 20).
	Sunny St along N Main St.
	E Buck up through SH36 and back down to W 12th St intersection with S Banks St.
	S Main St over to E Kleb St.
	E Kleb St down to W Kleb St.
	W Kleb St to Freeman Street up to S Oak St.
	S Harvey St over to Freeman St.
	S Echols St and Main St block
	W Fox St down to S Stone St.
	N Moore to W Fawn St and down to S Gray St.
	S Stone St over to W Alligator St.
	W Alligator St to N Banks St.
	N Hall St to W 7th St.
	W 5th St to Terrace Dr.
	Banks St from W 14th St to W 5th St.
Consider expanding bicycle route(s) inventory to provide the connection of the bicycle network with expansions:	Around CR 300.
	Along Buck St from Davidson Creek Park down to S Stone St.
	Down W Alligator and S Stone intersection to N Hall St.
	Down W 5th St over to Terrace Dr and Woodson Dr intersection.
	From Sunny St over to SL83 (S Main St).
	Buck and S Harvey intersection over to Freeman St.

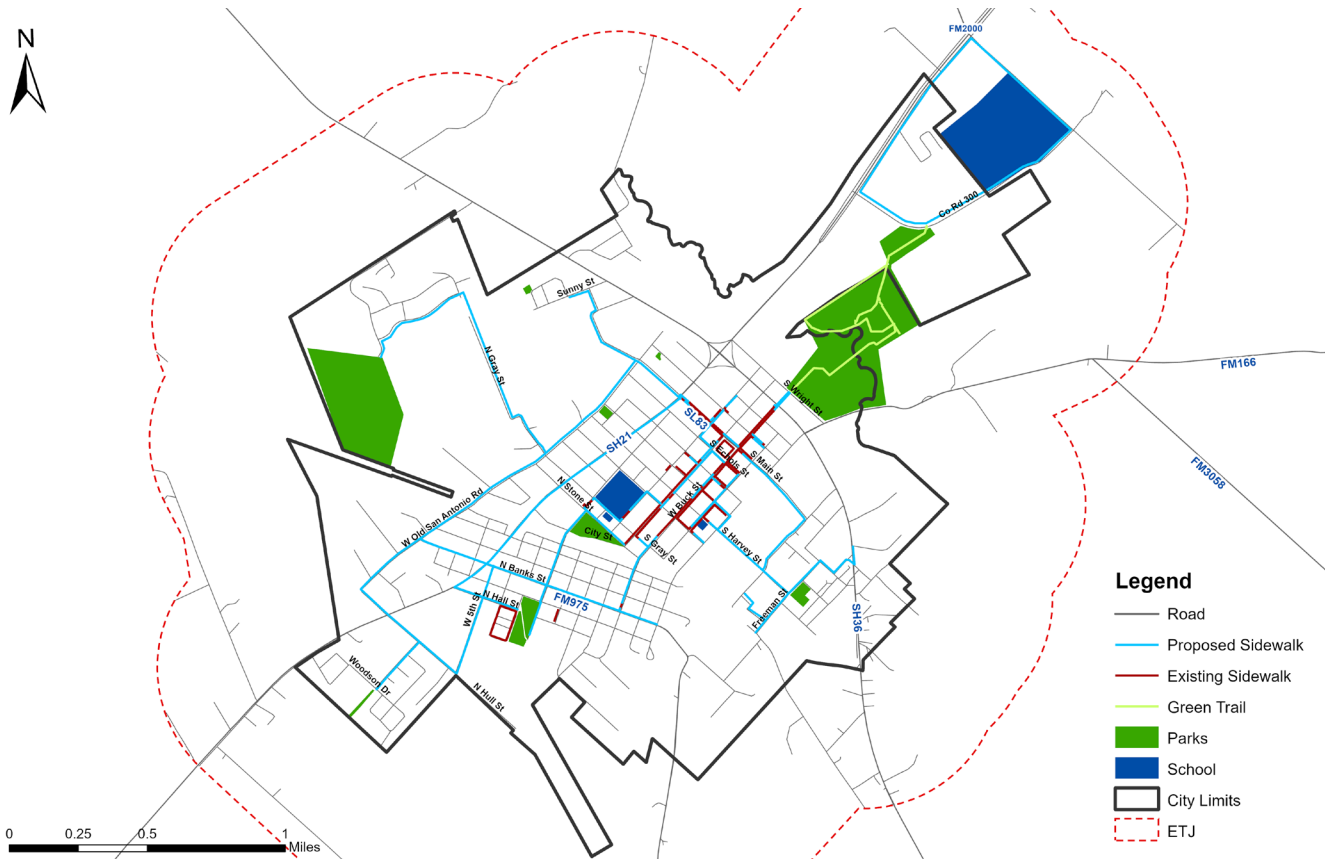


Figure 5.20. Proposed Pedestrian Thoroughfare plan in Caldwell, Texas

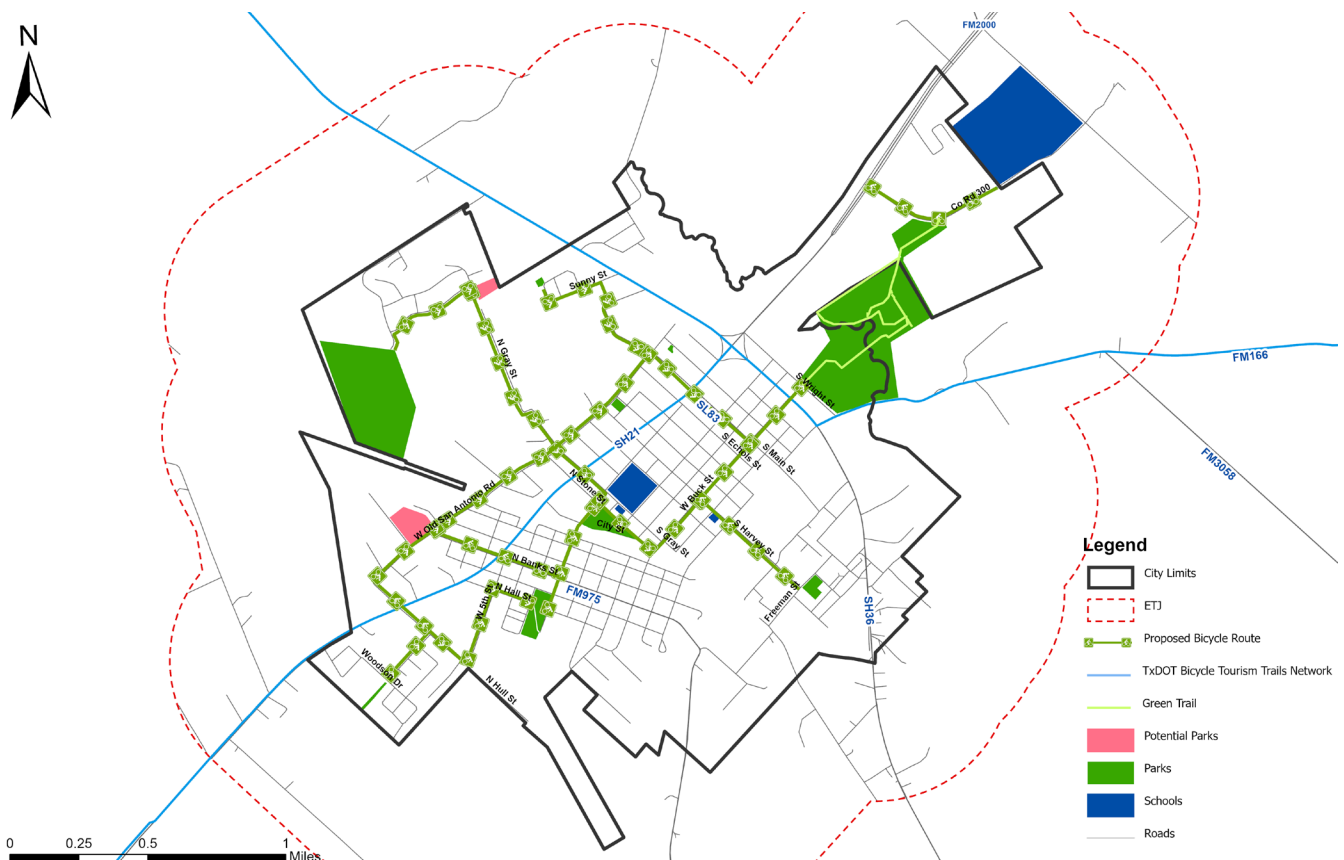


Figure 5.21. Proposed Bicycle Thoroughfare plan in Caldwell, Texas

Transportation

[illegible]

Transportation

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Transportation

Transportation

								</							

Transportation

Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology		
	Action 5.2.1.9 Discuss railroad underpass bridge improvement schematics and design for SH 36 with TxDOT. Consider beautifying with murals.				X						CC, CA, TxDOT, BNSF, UP, CDS	
	Action 5.2.1.10 Work with TxDOT for feasibility of a truck relief route engaging both TxDOT expertise and community input				X						TxDOT, TTF, PW, CC, CDS, CA, BC	
	Action 5.2.1.11 Monitor TxDOT plans to stay updated on proposed transportation related projects in the region.			X							TxDOT, TTF, PW, CC, CDS, CA, BC	
	Action 5.2.1.12 Perform feasibility study for one way streets in the downtown area.		X								PW, ES, CDS	
	Action 5.2.1.13 Establish access management requirements that limit driveways on arterials and collectors and increase connections between uses to improve safety and traffic efficiency.											
Objective 5.2.2 Monitor new development in the city and ETJ to ensure adequate and timely transportation improvement including roadway extensions, sidewalk and bike lane upgrades.	Action 5.2.2.1 Collaborate with the County and developers to ensure connectivity to future developments in the ETJ areas using the map for future road expansions/ connection considerations.	X									TxDOT, TTF, PW, CC, CDS, CA, BC, DHB	
	Action 5.2.2.2 Engage with developers on proposed road extension from CR 300 to CR 333, if development occurs on properties between CR 300 and CR 333.		X								TTF, PW, CC, CDS, CA, BC, DHB	
	Action 5.2.2.3 Engage with developers on proposed road extension from CR 102 to Country Club Dr, if development occurs on properties between CR 102 to Country Club Dr. Work with BNSF for railroad crossing improvements (at or sub grade).			X							PW, ES, DHB, CDS, BNSF, TTF, BC, CA	

Transportation

Transportation

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 5.2.2.4 Engage with developers on proposed road extension from Woodson Dr. to CR 106, if development occurs on properties between Woodson Dr. and CR 106.			X								TTF, PW, CC, CDS, CA, BC, DHB
	Action 5.2.2.5 Engage with developers on proposed road extension from S Banks St to Somerville Rd intersection with CR 107, if development occurs on properties between S Banks St to Somerville Rd intersection with CR 107.			X								TXDOT, TTF, PW, CC, CDS, CA, BC, DHB
	Action 5.2.2.6 Engage with developers on proposed road extension from MLK St over to SH 36, if development occurs on properties on MLK St over to SH 36.			X								TXDOT, TTF, PW, CC, CDS, CA, BC
	Action 5.2.2.7 Engage with developers on proposed road extension from MLK St up to FM 3058, if development occurs on properties between MLK St up to FM 3058.			X								TXDOT, TTF, PW, CC, CDS, CA, BC
	Action 5.2.2.8 Engage with developers on proposed road extension from FM 166 to CR 300, if development occurs on properties between FM 166 to CR 300.			X								TTF, PW, CC, CDS, CA, BC
Objective 5.2.3 Update (or create) appropriate city policies and programs to accommodate roadway improvements.	Action 5.2.3.1 Revisit and improve regulations for access management to existing and proposed roads .		X									TTF, PW, CC, CDS, CA, BC
	Action 5.2.3.2 Update and enforce roadway design guidelines/standards for existing and future development.			X								TTF, PW, CC, CDS, CA, BC
	Action 5.2.3.3 Evaluate the downtown area to establish design options for streetscape improvements.				X							MSAB, TTF, PW, CC, CDS, CA, BC, ES

Transportation

Objective	Action	Timeframe	On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	Responsible Parties	Funding
	Action 5.2.3.4 Conduct a utility study for the downtown area to evaluate needed utility service upgrades and improvements. Action 5.2.3.5 Coordinate CIP to simultaneously update utilities (water, sewer, electric) and street conditions with streetscape enhancements in the downtown. Action 5.2.3.6 Develop and install wayfinding and signage throughout the city.				X								MSAB, TTF, PW, CC, CDS, CA, BC, UD, ES	
						X							MSAB, TTF, PW, CC, CDS, CA, BC, UD, ES	
						X							MSAB, CC, CMPTF, CDS, PW, TXDOT	
Goal 5.3 Implement sustainable multi-modal transportation network for connectivity and accessibility														
Objective 5.3.1 Create more equitable accessibility to all neighborhoods through promotion of a friendly active transportation system between schools, neighborhoods, and the downtown.	Action 5.3.1.1 Establish designated routes to schools for Safe Routes to Schools.					X							CISD, CDS, CMPTF, CA, PW, ES	SRTS Grant, BFC
	Action 5.3.1.2 Consider expanding sidewalk inventory to provide the connection of the sidewalk gaps in the original town sidewalk network from the boundaries of S Stone St., W Alligator St., S Porter St., and W Buffalo St.			X									PW, ES, CA, MSAB, CC, CMPTF, CDS	
	Action 5.3.1.3 Work with the railroad to install a sidewalk across SH-21 from OSR to Buck St. to safely connect the community.					X							TXDOT, BNSF, PW, CDS, CISD, ES	
	Action 5.3.1.4 Prioritize planning and installing infrastructure to promote biking and walking. (Refer to Table 5.#)			X									PW, P&R, CDS, CISD, DHB, ES	
	Action 5.3.1.5 Ensure all additions of sidewalks along new and existing roadways are in line with the city's design guidelines.				X								PW, CDS, TXDOT, BC, ES	SRTS Grant, BFC

Transportation

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 5.3.1.6 Work toward better connectivity between the parks such as linking Noack Fields and 7th Street Park with a bridge			X							PW, P&R, CDS, ES	
	Action 5.3.1.7 Increase ADA compliance and improve community accessibility		X								PW, CDS, MSAB, P&R, BVCOG	
	Action 5.3.1.8 Develop greenbelt areas to promote physical activity and connectivity to other parts of the city.		X								PW, P&R, CDS, ES	CDBG Grant Program, TA Program, BFC
	Action 5.3.1.9 Add shared bike lanes along new and existing roadways, in line with the city's design guidelines.			X							PW, CDS, TX-DOT, BC, ES	CDBG Grant Program, TA Program
	Action 5.3.1.10 Encourage and educate students and parents on active transportation through capacity-building programs			X							CDS, CISD, PW, UD	CDBG Grant Program, TA Program
	Action 5.3.1.11 To determine future sidewalk improvements in areas beyond the proposed sidewalk connections, conduct a walkability study.				X						PW, CDS, CC	
Objective 5.3.2 Provide equitable transit options to meet citizen needs	Action 5.3.2.1 Explore options to improve transit access to health resources, such as Burleson Resource Health Center funding and communicating existing services - Health Point, BVCOG, Hospital District and St. Joseph.			X							PW, CDS, MSAB, P&R, BVCOG, BC, BC-HD, BTD	
	Action 5.3.2.2 Conduct feasibility studies for an enhanced bus service, shuttle service and park-and-ride facilities in Caldwell.				X						PW, CDS, MSAB, P&R, BVCOG, BC, BC-HD, BTD	
	Action 5.3.2.3 Engage potential local and regional transit partners, such as the Brazos Valley Transit District, to increase regional transit options in the city.				X						PW, CDS, MSAB, P&R, BVCOG, BC, BC-HD, BTD	

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6

ECONOMIC DEVELOPMENT



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OVERVIEW

While economic development and historic preservation are two unique focuses within planning, which are each rich in-depth and breadth in their own right, the two are quite intimately related on many fronts, and the City of Caldwell has made planning decisions in the past which acknowledge this relationship and benefit from its mutually-reinforcing efficiencies.

The following is a compilation, summary, and synthesis of the above materials related to economic development and downtown revitalization.

EXISTING CONDITIONS

347

RESIDENTS WORK IN
CALDWELL

23%

OF JOBS IN BURLESON
COUNTY ARE IN THE CITY
OF CALDWELL

2014

YEAR DESIGNATED A
TEXAS MAIN STREET CITY

Jobs and Incomes

Of Burleson County jobs (numbering just over 2,000 in 2017), 23% were located in Caldwell, in line with the county seat's share of the population. Several fabrication and oilfield-related businesses are located within the industrial park on the northwest side of the city, but 8% of county jobs were located in Somerville, slightly more than the city's share of the county population.¹ These included the Koppers, Inc. tie and post plant. A comparison of job numbers for Burleson County, Caldwell, Somerville, and Snook are displayed in Figure 6.2.

The agricultural sector in Burleson County is about 60% livestock farming and 40% produce. Cattle ranching is by far the largest single subsector with nearly \$24 million of sales conducted in the county during the 2017 fiscal year. Cattle alone accounted for more business than all produce sold in the county that year. Poultry farming makes up the next largest single subsector in the local economy at \$11.6 million of business. Cotton, grains, and vegetables represent the next three largest sectors, at \$6.3, \$5.5, and \$5.3

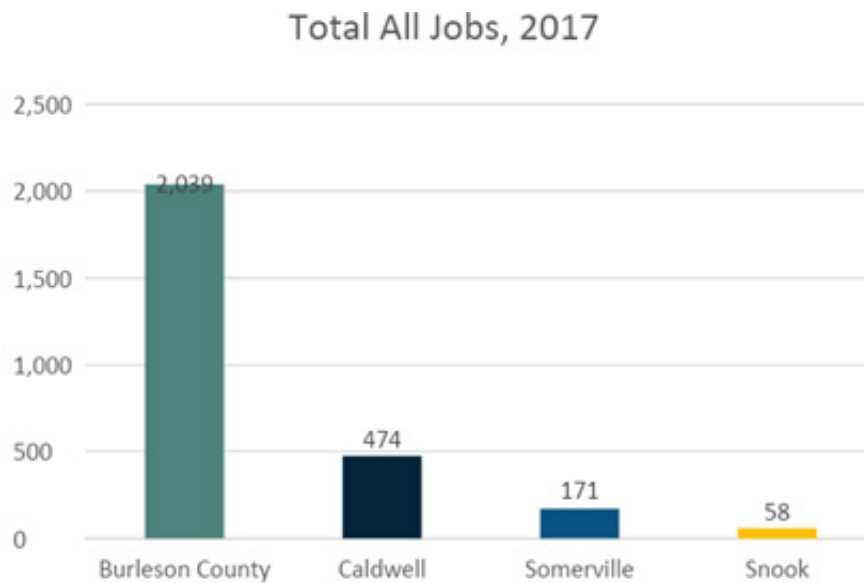


Figure 6.2: Jobs in Burleson County, Caldwell, Somerville, and Snook. Source: BEA (2019)

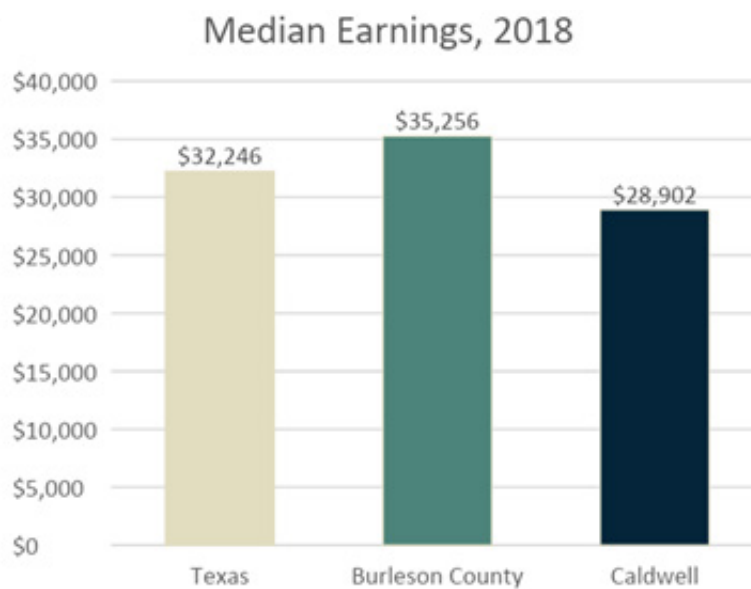


Figure 6.3: Median Earnings, 2018. Source: ACS Table S2001 (U.S. Census Bureau, 2018)

million, respectively. Hay represents the largest crop in the county by acreage, with 57% of the county's tilled land devoted to its production.

In Texas, statewide, cattle ranching is by far the largest proportion of agricultural business, at 49.3% of all agricultural sales in 2017. While the ranching sector is the largest in Burleson County as well, at 40.2% of the local agricultural economy, it appears to be less overwhelmingly important for Burleson County than in less fertile regions of Texas. In terms of livestock, Burleson County sees 66% more sales in poultry and eggs than the Texas average. However, the true specialty of Burleson County's agricultural

sector is in the "Vegetables, Melons, Potatoes and Sweet Potatoes" category, where the county's output is nearly six and a half times as high as the Texas average.

Median earnings for all jobs in the county were almost 10% higher than the Texas median, although the figure was just over 10% below the state median in Caldwell.² Figure 6.3 shows a comparison of median earnings for 2018 between Texas, Burleson County, and Caldwell. This may be the result of a concentration of service jobs in the city, which tend to be somewhat lower-wage. By contrast, in rural areas of the county, jobs in mining, quarrying,

Table 6.1: Economic Statistics, Burleson County

NAICS Industry Sector	Burleson Employment	Burleson Share	Texas Employment	TX Share	LQ	Basic Employment	Non-basic Employment	Jobs required to be self-sufficient
Total all jobs	3,196	100%	9,431,513	100%		903	2,293	0
Agriculture, Forestry, Fishing and Hunting	127	4.00%	56,554	0.60%	6.67	108	19	-
Mining, Quarrying, and Oil and Gas Extraction	258	8.100%	213,197	2.300%	3.52	185	73	-
Utilities	10	0.30%	48,507	0.50%	0.60	-	10	7
Construction	532	16.60%	687,704	7.30%	2.27	298	234	-
Manufacturing	313	9.80%	838,924	8.90%	1.10	29	284	-
Wholesale Trade	142	4.40%	570,923	6.10%	0.72	-	142	55
Retail Trade	673	21.10%	1,229,290	13.00%	1.62	258	415	-
Transportation and Warehousing	175	5.50%	441,828	4.70%	1.17	25	150	-
Information	8	0.30%	194,686	2.10%	0.14	-	8	48
Finance and Insurance	121	3.80%	517,473	5.50%	0.69	-	121	54
Real Estate and Rental and Leasing	18	0.60%	203,936	2.20%	0.27	-	18	48
Professional, Scientific, and Technical Services	73	2.30%	728,263	7.70%	0.30	-	73	171
Management of Companies and Enterprises	-	0.00%	129,373	1.40%	-	-	-	0
Administration & Support, Waste Management and Remediation	55	1.70%	715,347	7.60%	0.22	-	55	191
Educational Services	-	0.00%	152,264	1.60%	-	-	-	0
Health Care and Social Assistance	251	7.90%	1,281,190	13.60%	0.58	-	251	181
Arts, Entertainment, and Recreation	17	0.50%	113,958	1.20%	0.42	-	17	24
Accommodation and Food Services	321	10.00%	1,007,599	10.70%	0.93	-	321	22
Other Services (excluding Public Administration)	102	3.20%	300,496	3.20%	1.00	-	102	-

Source: US Census LEHD LODS Data 2017, accessed through OnTheMap dashboard

and oil and gas extraction, which tend to be higher paying, may make up a larger share of employment. A number of economic statistics by sector are shown in Table 6.1.

Unemployment

According to the U.S. Bureau of Labor Statistics, Burleson County had an unemployment rate of 3.1% in 2019, dropping slightly every year since its peak in 2010 of 7.9%.³ Caldwell’s neighbor to the east, Bryan-College Station, has also experienced a decline in unemployment over the past decade, but in 2019 it had an unemployment rate of 2.9%. In 2019, according to the Texas Workforce Commission, the state as a whole had an unemployment rate of 3.4%, slightly higher than the Burleson County average.

These statistics show the typical economic atmosphere for Texas, however, in 2020, these numbers changed drastically due to the COVID-19 Pandemic. In early 2021, the Statista Research Department published unemployment rates for 2020 by state. This shows Texas as having an unemployment rate of 7.6%, nearly three-times the rate of 2019.⁴ There have been significant improvements in 2021, however, as businesses reopen and people return to work,

which has brought the unemployment rate of Texas back to below the 2019 average, 2.3%.⁵

Industry Specialization by Employment Share

Retail makes up the largest portion of the Burleson County economy at 21.1% of all jobs, with construction as the second largest sector, at 16.6%. Employment rates by NAICS Sector for Burleson County are displayed in Figure 6.4. Traditionally “white collar” fields that would tend to require a bachelor’s, masters or professional degree, such as Finance and Insurance, Real Estate and Rental and Leasing, Professional, Scientific, and Technical Services, and Management of Companies and Enterprises only comprise 7% of the local economy in Burleson County. The low proportion of jobs that would typically require higher education, and the high proportion of workers commuting outside the county, suggest that many of the 17% of county residents with bachelor’s degrees may commute to other regions in search of greater employment opportunities.

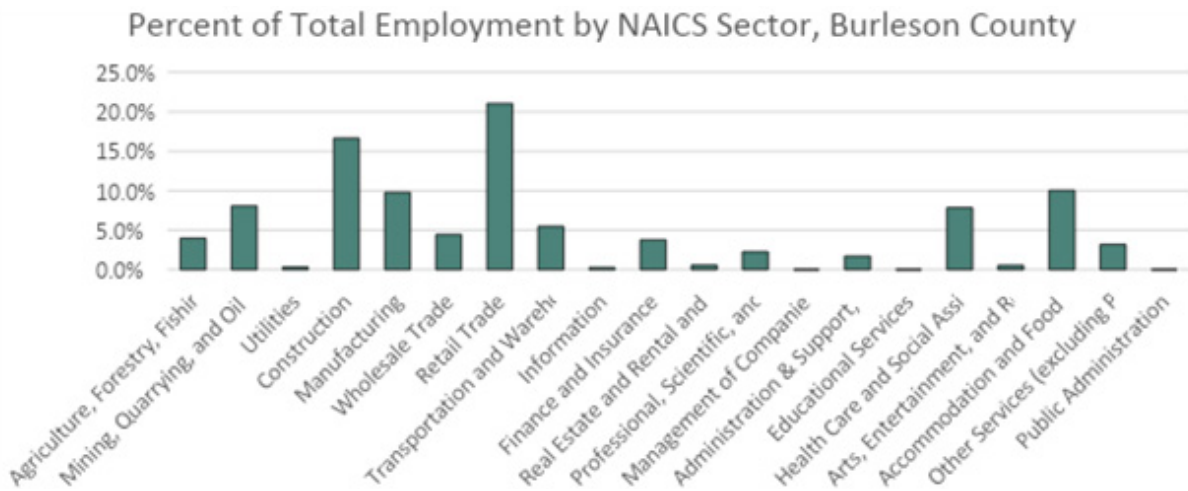


Figure 6.4: Private Employment Share by Sector. Source: US Census LEHD LODS Data (2017), accessed through OnTheMap dashboard

Location Quotient Analysis

Location Quotient (LQ) is a rough economic statistic that compares a given industry's proportion of employment within its immediate region to that industry's share of jobs in a larger region. LQ analysis can be used to assess which industries primarily serve local demand (non-basic sectors) and which export production in excess of local needs (basic).

The LQ figures shown in Table 6.1 use Texas as the benchmark region, dividing the percentage of local employment in each sector by the corresponding share of state employment in that industry. The LQ process makes several assumptions – namely, that demand for each sector is the same between the areas of study and the benchmark region; that productivity per worker is the same across all areas, and that local demand is fully met by local production before importing comparable goods.

Agriculture makes up the largest LQ in the region at a very large 6.67, meaning that there is a general surplus of employment in those sectors over the state's proportion. Mining, quarrying, and oil and gas extraction make up the second largest location component at 3.52, followed by construction at 2.27. At LQs above 2.0, these sectors are significantly overrepresented in the Burleson County economy when compared to Texas as a whole. Retail trade, transportation and warehousing, and manufacturing also eclipse the 1.0 mark, meaning that they are export industries, but not to such a dramatic extent that it would likely be considered a regional specialization. The other services category (including equipment repairs, laundry and dry-cleaning, and a number of services typically offered by religious and nonprofit organizations) has perfect equilibrium with the state of Texas, with a 1.0 location quotient.

For sectors with $LQ < 1$, there may be potential for employment growth to meet assumed demand, as shown in the rightmost column in Table 6.1.

At a location quotient of only 0.58, the healthcare system in Burleson County may be experiencing a labor shortage. This is not uncommon in rural areas, but may still constitute a potential cause for concern, particularly as the county's large middle-aged cohort reaches retirement age and is then statistically more likely to need regular healthcare procedures.

Economic Base Multiplier Analysis

A further measure of determining the importance of different industries is economic base multiplier analysis, calculated by dividing total employment by basic employment for basic industries. This measure is used to estimate flow-on employment effects from export-oriented production, relying on the fact that an "increase in export demand for a region's goods and services will create additional economic activities beyond the initial...inflow of spending." Sectors with higher employment multipliers are especially effective at generating indirect employment.⁶ For Burleson County, manufacturing is the industry with the highest multiplier by far.

Economic Growth

Between 2012 and 2017, total employment in Texas grew each year, for total growth over the 5-year period of roughly 11%. While Texas experienced a strong rebound after the 2007–2009 global recession, in Burleson County, total employment declined by approximately 6%, from 9,011 to 8,476. This suggests that smaller areas may be more vulnerable to external economic shifts than larger ones.

To break down recent economic trends in Burleson County more precisely, shift-share analysis can be employed. This method can help identify if local employment growth or decline is due to specific local factors or broader trends at a state or national level, comparing the performance of each industry within the study

Table 6.2: Employment growth calculations by industry sector, Burleson County 2012-2017

Burleson County	2012	NG	IM	RG	Absolute Change	2017
Total All Jobs	9,011	1047	-190	-1391	-535	8,476
Agriculture, Forestry, Fishing and Hunting	147	17	-9	-46	-38	109
Mining, Quarrying, and Oil and Gas Extraction	457	53	-137	-104	-188	269
Utilities	91	11	-9	-28	-27	64
Construction	671	78	101	-126	53	724
Manufacturing	868	101	-118	-110	-127	741
Wholesale Trade	385	45	-11	19	53	438
Retail Trade	989	115	6	-77	44	1,033
Transportation and Warehousing	207	24	13	5	42	249
Information	103	12	-11	-47	-46	57
Finance and Insurance	242	28	2	-37	-7	235
Real Estate and Rental and Leasing	128	15	10	-30	-5	123
Professional, Scientific, and Technical Services	354	41	30	-20	51	405
Management of Companies and Enterprises	40	5	13	14	31	71
Administration & Support, Waste Management and Remediation	335	39	10	-7	42	377
Educational Services	1,497	174	-58	-426	-310	1,187
Health Care and Social Assistance	1,020	118	23	-201	-60	960
Arts, Entertainment, and Recreation	79	9	13	-17	5	84
Accommodation and Food Services	644	75	63	7	145	789
Other Services (excluding Public Administration)	266	31	-6	-81	-56	210
Public Administration	488	57	-116	-78	-137	351
Source: OnTheMap						

area. Table 6.2 shows the results of a shift-share analysis for Burleson County compared to Texas from 2012 to 2017.

Figures in the “NG” columns indicate projected growth for each sector based on statewide employment growth across all sectors, without differentiating between better- and worse-performing sectors. Figures in the “IM” columns show predicted changes in local employment in each sector based on employment growth in that sector across the benchmark region of Texas, while the “RG” columns compare changes in employment for each industry locally to changes in job numbers by industry at the statewide level.

Although Texas had strong overall job growth, the overall negative value in the industry mix (IM) column indicates that Burleson County’s industry mix put it at a relative disadvantage. More specifically, the downturns at the national level in mining, quarrying, and oil and gas extraction and manufacturing seem to be the source of much of the county’s job losses over this time period. Indeed, this period was marked by a dramatic drop in commodity prices and anguish over the role of automation and offshoring in manufacturing job losses. The also-significant decreases in education and public administration jobs statewide may be due to public sector cost-cutting or changes in reporting.

At the local level, many of the job losses in various industries may be due to flow-on effects from the downturns in natural resources and manufacturing. The resource sector may have been especially hard-hit due to generally higher costs for unconventional oil and gas production, which is the dominant form of extraction used in Burleson County to access the Eagle Ford Shale formation.⁷⁰⁸ The significant job losses in healthcare and education, on the other hand, may be due to consolidation of these services in urban regions such as Bryan/College Station and Austin. While this may be more cost-

effective for providers, it is important to ensure Burleson County residents have convenient access to these services.

Job Density and Flows

Employment Inflows and Outflows

Burleson County’s labor force is largely not retained within the county limits during the workday, as over 80% of all employed Burleson County residents (some 5,203 total workers) reported leaving the county for employment, with Bryan/College Station and Houston being the three most common exterior locations for commuters. Caldwell was by far the most common destination for internal commutes and non-residents commuting to Burleson County, followed by Somerville, then Snook.

Only 347 workers reported both living and working within the City of Caldwell. There were 1553 workers living outside Caldwell employed within the city, and 1,666 workers living in Caldwell but commuting outside to work.⁹ Job inflow and outflow counts in 2017 are displayed in Figures 6.5 and 6.6.

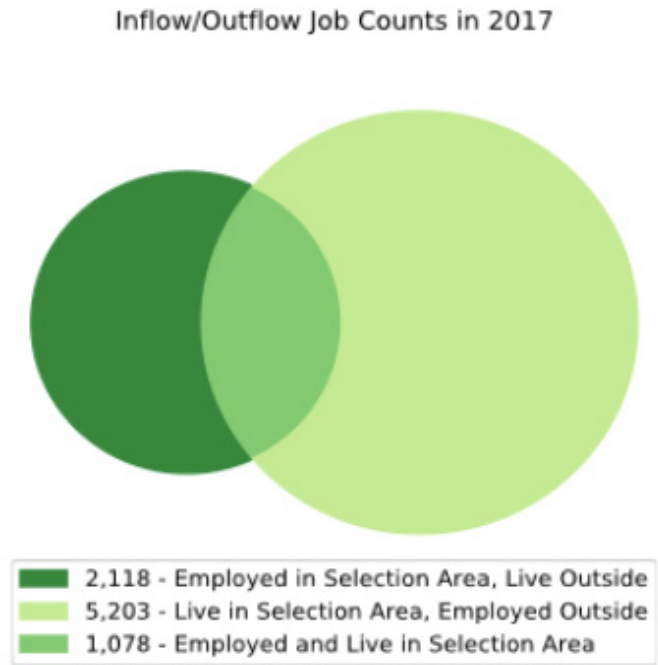


Figure 6.5 Burleson County Employment Inflow and Outflow, 2017. Source: US Census LEHD LODS Data 2017, accessed through OnTheMap dashboard

Inflow/Outflow Job Counts in 2017



Figure 6.6: Employment Inflow and Outflow, 2017. Source: US Census LEHD LODS Data 2017, accessed through OnTheMap dashboard

Jobs by Distance

As shown in Figure 6.7, job distribution for both Burleson County and Caldwell shows a bimodal distribution (although with somewhat different magnitudes for county and city workers). Almost half of all jobs held by Caldwell residents are located within 24 miles, and over 20% are located within 10 miles. However, over 40% of Caldwell residents commute over 50 miles each way to work. While only 14.3% of Burleson County residents have commutes of less than 10 miles each way, over 40% have a commute of less than 25 miles – but, on the other hand, 46.6% travel more than 50 miles each way to work.¹⁰

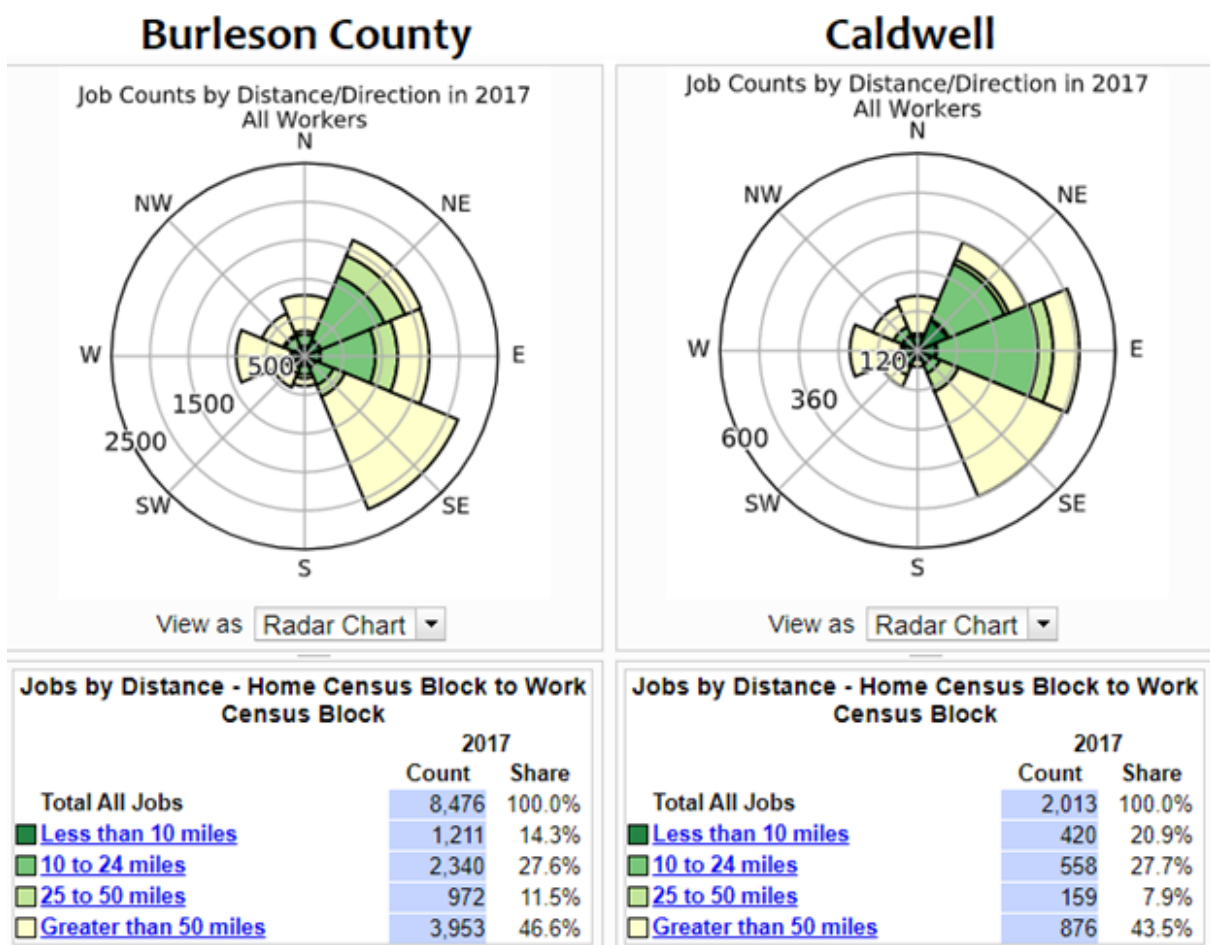


Figure 6.7: Job Counts by Distance and Direction, 2017. Source: US Census LEHD LODS Data 2017, accessed through OnTheMap dashboard

Employment Density

Employment concentrations can be shown on job density maps published by the U.S. Census Bureau Center for Economic Studies, shown below in Figures 6.8 and 6.9. Jobs appear to be evenly distributed throughout Burleson County with larger clusters in Caldwell, Somerville, and Snook (in decreasing order of size).

Leakage and Surplus

It can be assumed that there is some leakage of professional jobs and specialty retail to Brazos County and the Bryan/College Station area due to that area's proximity and critical mass (with more than 10 times the population and one of the nation's largest university campuses). In more specialized fields, leakage to the Austin and Houston areas is assumed. A detailed study was not conducted for this report. Leakage and

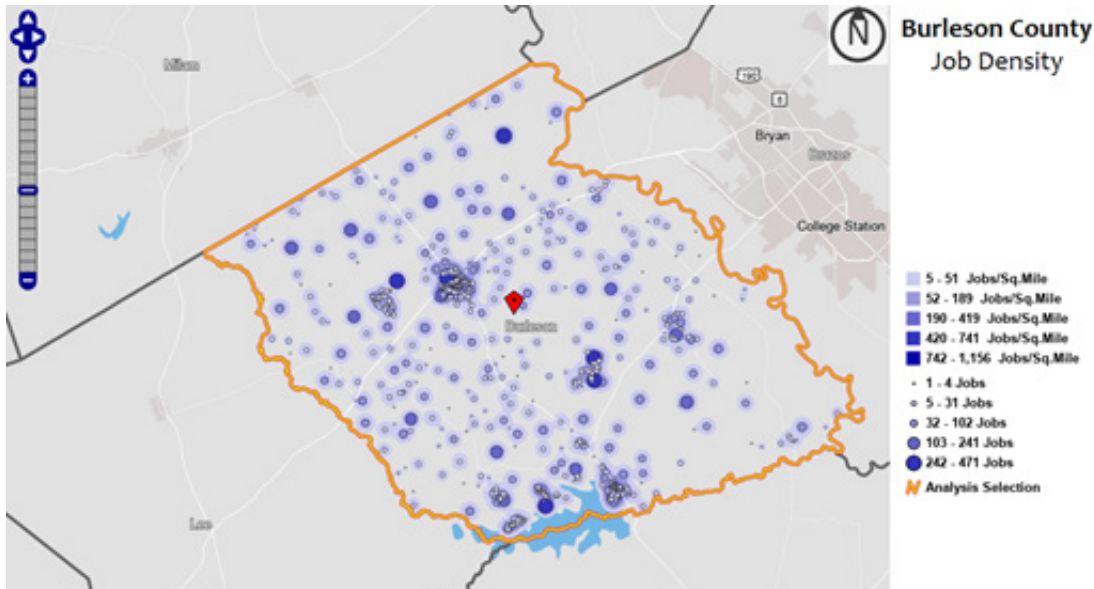


Figure 6.8: Burleson County Job Density, 2017. Source: U.S. Census Bureau CES (2017)

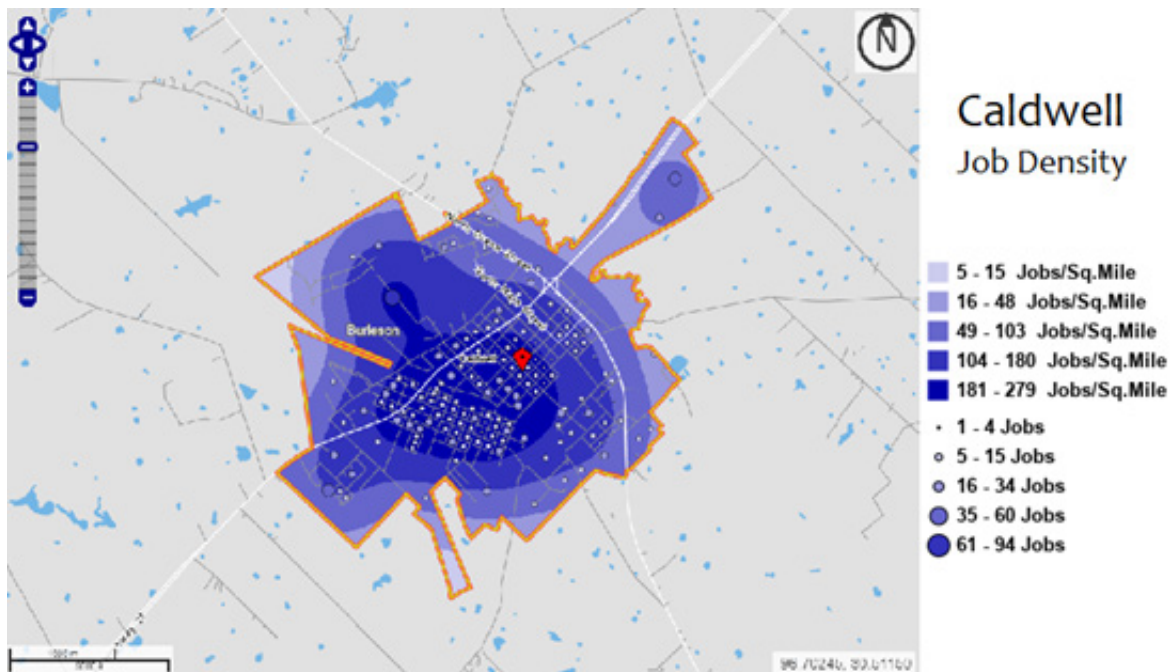


Figure 6.9: Caldwell Job Density, 2017. Source: U.S. Census Bureau CES (2017)

surplus factor by industry group and subsector are shown in Figure 5.10.

Economic Development Initiatives

Local economic development efforts are led by the Burleson County Economic Development Corporation (BCTXEDC). The BCTXEDC sponsors studies of community needs and business demand, assists prospective businesses with site selection and setting up in the county,

and offers financial incentives. The BCTXEDC emphasizes the strong support for businesses among Caldwell, Somerville, Snook, and county leaders.¹¹ The main focus of BCTXEDC is the Burleson County industrial park, located on the north side of Caldwell adjacent to the BNSF Railroad.

Hotel Occupancy Tax Reimbursement Grant Program

The Caldwell City Council recently adopted the process for issuing reimbursements for

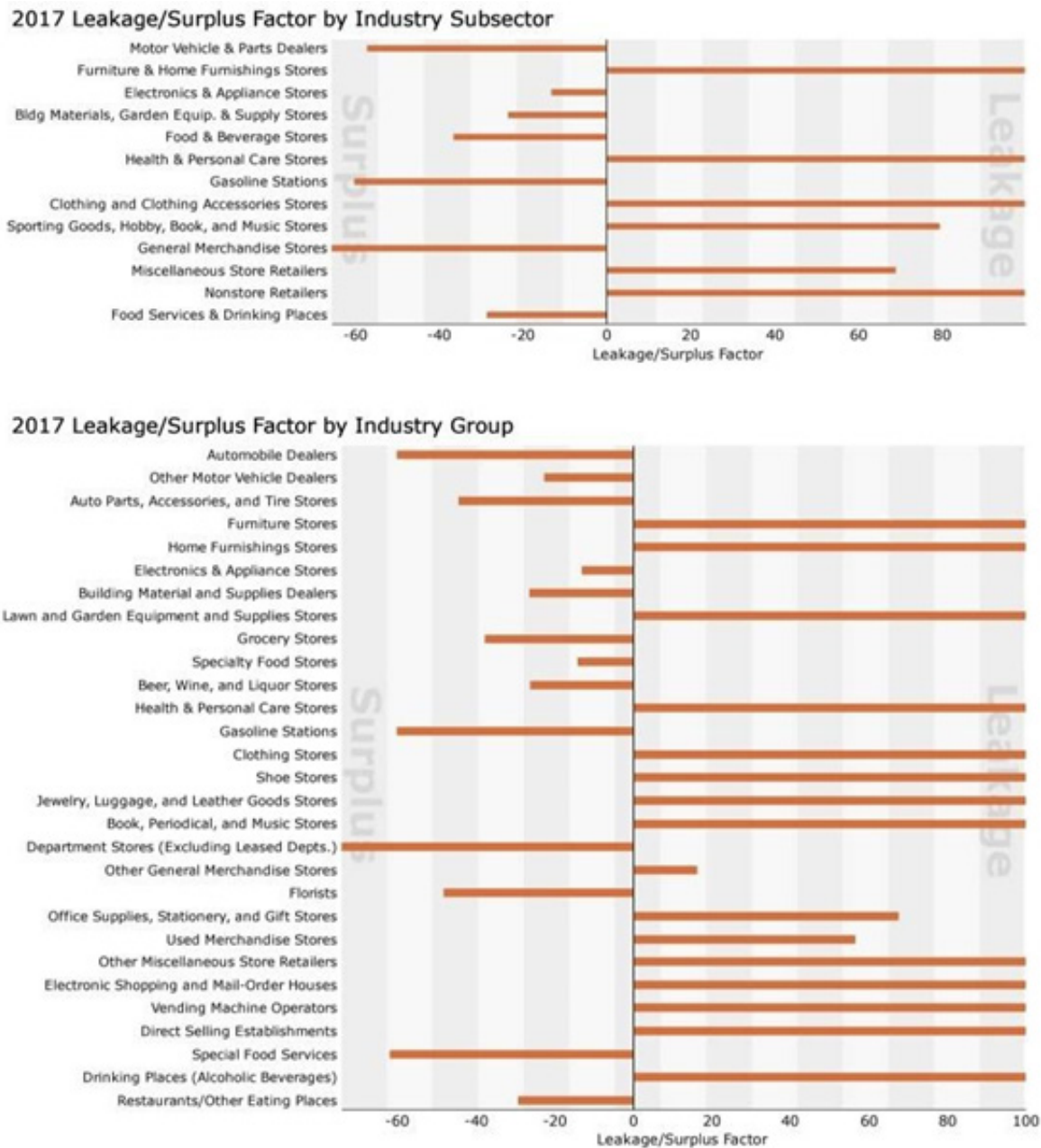


Figure 6.10: Surplus and Leakage, 2017. Source: Esri Business Analyst Retail MarketPlace(2017)

Hotel Occupancy Taxes (HOT) for a number of qualifying expenses to organizations in the city. HOT funds may be used to directly promote tourism and the hotel and convention industry. The Tax code of Texas, Chapter 351, lists the permitted uses of HOT funds, which include:

- Acquisition of sites for construction, improvement, equipping, repairs, and maintenance of convention facilities or visitor centers,
- Registration of convention delegates or registrants,
- Advertising and promotional programming to attract tourists and convention delegates/registrants to the city or its vicinity,
- Promotion of the arts that directly promote the tourism and hotel and convention industries
- Eligible art forms include instrumental and vocal music, dance, drama, folk art, and creative writing, among others.
- Historical restoration and preservation
- Sporting events and expenses that increase economic activity at hotels
- Funding for transportation systems to transport tourists from hotels to commercial or convention centers in the city, other hotels in or near the city, or tourist attractions
- Signage directing tourists to sights and attractions in the city

Other guidelines and instructions are located on the City's economic development website.¹²

Historic Downtown Caldwell

A major hub for economic activity is the downtown square. A Nationally Accredited Main Street City since 2014, downtown Caldwell

is home to many local businesses and draws visitors from around the region for its numerous community events, namely the annual Kolache Festival. Capitalizing on the uniqueness of this community asset is important to the overall promotion and marketability of the historic character of Caldwell.

COMMUNITY ENGAGEMENT

Feedback from residents in earlier rounds of community engagement was incredibly positive about the idea of both promoting new local businesses as well as preserving the historic character of Caldwell, especially in its downtown. A study sponsored by the city demonstrated the fiscal sustainability of traditional downtown commercial development. Historic character creates a sense of place that can be useful for branding and marketing, making these goals mutually beneficial.

In addition to previously mentioned general desires for preservation and growth that we received from the community at large, some additional themes frequently arose in comments from residents about more specific aspects of economic growth and preservation. Residents identified a desire to diversify the local economy beyond its existing strengths. Among the types of businesses residents identified a desire to see in the future of Caldwell were increased grocery options, restaurants and local small retail businesses downtown, as well as the development of a hospitality industry that can retain visitors from both tourism to Caldwell & Burleson County, as well as those coming to events in Bryan and College Station.

"Grow commerce and jobs along with housing in Caldwell."



"Bring in new businesses to grow the economy."



"Lack of diverse industry, need to bring in more jobs..."



"BCS area is growing... Rellis will bring more businesses to Caldwell."

RECOMMENDATIONS



DEVELOP AND SUPPORT A HIGHLY SKILLED WORKFORCE.

A skilled workforce is a driving factor in economic growth for the community, and there are many ways the City can encourage and support businesses and current and future employees. The City can start by establishing partnerships with local and regional institutions to create opportunities for job training and employment. Every year, Caldwell High School graduates either enter the workforce or leave to attend college, but to help integrate recent graduates into the local workforce, the City should support internship or mentorship programs and efforts by Caldwell ISD (CISD) and businesses. Further, the City can partner with CISD to promote

existing training programs and encourage the creation of additional programs with the goal of enhancing job skills of city residents that are needed by local employers and business owners. The City can capitalize on its proximity to the Bryan/College Station area by supporting CISD's strategy to partner with Bryan ISD to provide high quality technical education in construction and mechanics. Additionally, Caldwell should partner with Blinn College, TAMU and other surrounding post secondary campuses to bring more college readiness workshops as well as workforce training programs to the community. Further, the City should create a partnership involving executive leadership from the city, local education providers, and businesses to provide data and analyses that address community needs and issues that impact workforce development. Caldwell should also work with Workforce Solutions of the Brazos Valley to create an annual report on the City's workforce strengths and challenges.

Case Study: Empower Schools¹³

Empower Schools is a non profit organization that partners with communities to create sustainable solutions to help students improve their education and life. They help organize conditions and structures that empower educators, innovations, and improvements by leveraging state and local policies that will help enable these goals. Since each partnership is unique in local context, their work includes: helping thriving district schools accelerate their success, pioneering approaches to school improvement, and implementing new designs that push beyond traditional structures.

Rural collaboratives are one focus that Empower Schools supports to work more with rural communities to build new partnerships, develop new ways for students to have access to resources, and high quality education. For example, the Rural Schools Innovation Zone in South Texas enables high schools to offer specialized classes that can help students earn career specific certifications and get hands-on experience. Students that live within this zone have an option to attend any of high schools within and attend college classes with higher education partners

This organization could potentially offer new avenues for Caldwell to allocate more state and local power to help fund innovative ways for students to be more successful. Providing access to college resources and skilled job training with local companies and schools that can invest into students before graduation. This could help propel a larger percentage of students on the right track into a sustainable field of work and future.

Once the City establishes meaningful relationships with local and regional partners, Caldwell should work to establish programs and services to foster a competitive workforce. The City should begin by conducting surveys and studies to examine the current job market and determine what job types people are looking for to help increase a live-work environment. To further support and encourage a strong workforce, it is recommended that Caldwell provide career guidance and assistance to residents by creating a center that supports job fairs, scholarship search assistance, professional attire rentals, etc. Additionally, the City can facilitate collaboration between institutions and the business community to coordinate workforce training and business development needs and encourage those institutions to create a downtown satellite campus presence that offers classes for the Caldwell community.



FOSTER A ROBUST ECONOMY THAT SUPPORTS ENTREPRENEURSHIP, BUSINESS DEVELOPMENT AND RETENTION.

While building a skilled and prepared workforce, the City should also prioritize maintaining the strength of existing businesses. To understand the needs, gaps, and opportunities of local businesses, Caldwell should conduct an annual business needs assessment. This can help the City and local businesses establish an attainable goal and means for growth and development. Caldwell can formally engage with business leaders on a regular basis to address specific needs to assist with the

Case Study: Business Incubator – Early, TX¹⁴

Early, Texas is a rural town of 2,400 people located 150 miles Southwest of Dallas home to cattle, oil wells, and agricultural manufacturing. Quincy Ellis , executive director of Early’s program known as the Small Business Incubator Facility, wanted to help entrepreneurs create wealth and jobs. Using a matching grant approved by the state and economic development sales tax, the business incubator had its initial funds to begin. The goal was to attract and retain businesses in growth or start-up mode that were local or in the region between 10-20 employees that fit the community, the target was to grow their own companies.

With an 18,000 square foot incubator, Quincy managed to find a variety of businesses by offering office space with an open floor plan to fit the needs of any company interested. The facility also offers training on how to formulate a business plan, marketing plans, sales, and cash flow. To help clients with funding, the small business incubator uses the Texas Capital Fund for both infrastructure and capital improvement dollars.

The success of this program suggests that community size should play the least importance when focusing on rural business incubators. Creating alliances with the community, and maintaining close ties with resource bases gives better chances of succeeding. The City of Caldwell could use a business incubator plan to help grow companies that have already been established. Innovating new ways to reach out to the community and market their business plans are vital to the success of a business incubator.

expansion and retention of existing businesses as well as the development and growth of new companies. To further help facilitate the support of local businesses, the City should consider establishing a merchant committee and create a guidebook for small business owners on how to navigate the permitting and regulation process, information on incentives, facade improvement loans, tax abatements, additional security, trash removal, etc.

The City already has several regular events that promote local businesses such as Second Saturday, but Caldwell can further highlight local businesses and provide promotions and marketability of all local businesses by building a “Shop Local” campaign that promotes businesses all year long.

Another way the City can support local businesses is by developing a management training program to equip business owners with skills to help manage their businesses more effectively and efficiently. The City can also strengthen existing businesses and business districts within and adjacent to established residential areas and promote the development of new businesses in these areas to provide additional job opportunities.

To encourage economic growth and stability, it is important for the City to promote the development of new businesses, such as small retail shops, to create additional jobs, focusing on being diverse and inclusive. The City can create a business incubator program to increase opportunities for local entrepreneurship by providing space and resources for startups. Additionally, Caldwell should focus on supporting startups that capitalize on local culture and artisans as well as creating high paying jobs. One way to assist aspiring business owners is to create a loan pool so they can access more capital for the upfront costs of starting a business. To support business start-ups and expansions, bridging the gap between business owner’s resources and owner’s needs,

Caldwell should apply to federal and state funds to establish a revolving loan fund.

A number of businesses are being run out of Caldwell residents’ homes; this model has become increasingly popular in recent years. The City should encourage those home-run businesses while minimizing the potential impacts by considering adopting performance standards to control noise, parking, lighting, etc.



EXPAND AND DIVERSIFY THE ECONOMY TO BE A REGIONAL TRADE AND COMMERCIAL HUB.

Caldwell can add value to the local economy by facilitating commercial and industrial development. To understand the economic climate and support continued growth and expansion of targeted industry sectors, the City should conduct a market study every 5 years. This will help the City know where the gaps lie, potential issues, and identify targeted industries to help the local economy grow and diversify. The Industrial Park is one area of the city that can be capitalized on. Therefore, the City should work to attract companies in specific sectors to create business clusters by marketing the Industrial Park and providing grants and industry-specific support and training. To further increase the City’s industrial capacity, a partnership with BNSF and Union Pacific can be established to conduct industrial or manufacturing feasibility studies for certified railroad sites.

A common theme in community feedback is residents’ desire for more commercial development, so to provide for those needs, the City should encourage development of larger retail and restaurants along Highways

21 & 36 corridors. It is also recommended that Caldwell update public incentive programs for economic development to provide maximum leverage per dollar spent. To accomplish this, Caldwell should conduct a community-wide site selection analysis based on target industry variables.

A large number of public feedback was concerned with having more affordable grocery options. For this reason, it is important that Caldwell listen to its citizens and consider increasing the number of grocery locations and the general economic access of healthy food options. Making sure that affordable groceries are not confused with dollar stores that sell unhealthy processed goods is an important distinction to keep in mind when trying to increase Caldwell's grocery options. The existing farmers market is a positive light and could be a potential ally in increasing the supply of healthy produce at an affordable price to meet community needs. Within Caldwell, there is one general retail store (Walmart), one grocery store (Brookshire Brothers), two discount retailers offering food, namely Dollar Tree and Dollar General, and a number of convenience stores. As such, the city is technically not considered a food desert. Nevertheless, stakeholder engagement identified a desire for additional food retail options. With this in mind, the City should continue to pursue a full scale grocery store or natural food stores through partnerships, market studies to determine feasibility, incentives, and preparing infrastructure for sites to be ready for development.

The Caldwell Municipal Airport, which is owned and operated by the City, is a small public airport that provides services for smaller aviation. The City has identified it as an opportunity for future growth, so it should be marketed as an asset to attract more economic development in Caldwell.

There are many redevelopment opportunities throughout the City. Therefore, Caldwell

Brownfield & Greyfield Redevelopment

Recycling of land can provide a range of opportunities for sustainable redevelopment; this includes brownfield and greyfield redevelopment. It is important to understand the difference between brown- and greyfields.

Brownfields are defined as “a property that is abandoned or underutilized because of either real or perceived contamination.”¹⁶ These sites can include abandoned industrial sites, gas stations, mechanics shops, or vacant lumber yards or storage sites.

Greyfields do not pose any real or perceived risks due to contamination; rather, they are formerly viable retail and commercial shopping sites that have been abandoned due to lack of reinvestment and have been pushed out by larger, better-designed, better-anchored sites.¹⁷

could promote the existing assets through redevelopment strategies to fill vacancies and gaps in the community. One way the City can develop and improve existing structures within the Downtown, is to promote the existing facade improvement program and provide financial incentives to businesses and property owners to upgrade and visually improve building exteriors.

There are also some underdeveloped areas within the City that could be opportunities for economic development activities, so it is recommended that these areas be reviewed to anticipate infrastructure needs required to assist with future activities. The City should also continue promoting the re-use,

redevelopment, and revitalization of low-performing or declining commercial areas. Caldwell can also reuse brownfield, greyfield, and other vacant building sites to provide new opportunities for development of parks and agritourism sites. To accomplish this, the City needs to apply for redevelopment grants for brownfield remediation, infill development, and renovation of blighted structures. Additionally, partnerships with experienced developers can

assist in facilitating redevelopment. Private developers can be assisted in this process if the City helps assemble redevelopment sites with multiple property owners, who are often absent or very difficult to find. The City can also pursue public-private partnerships with land owners of vacant parcels that would be suitable for certain economic industry gaps. In order to accomplish the City's development goals, Caldwell needs to create materials to

Adaptive Reuse¹⁸

Adaptive reuse is a process of reusing an existing building for a function other than its previous design and purpose. This process allows communities to continue using historic or underutilized structures to address present-day needs, helping them remain viable community assets. Adaptive reuse brings underused or dilapidated structures such as empty warehouses, vacated former schools, abandoned department stores, or large historic houses, bringing them back to life.

There are many reasons for structures to outlast their original functions, including:

- “Their intended function no longer applies in a particular location, such as a single-family residence along a commercial corridor;
- Spatial needs and preferences change over time (e.g. workplace, office design);
- Technological and industrial innovation make them functionally obsolete (e.g. corn cribs, spring houses, grist mills); or
- Their original use no longer exists, such as a telegraph office or phonograph manufacturer.”

In addition to bringing new life and aesthetic enhancements to a community, adaptive reuse has many other advantages:

- Energy conservation
- Sustainability
- Encourage investments
- Cost savings
- Tax advantages

There are also some limitations that should be considered before implementing adaptive reuse:

- Physical/structural
- Regulations
- Potential environmental/health hazards

clearly communicate processes and policies for economic development incentives to potential developers.



PROMOTE DOWNTOWN CALDWELL AS A VIBRANT ECONOMIC AND CULTURAL CENTER

The Downtown Square, as with many small and rural cities, is a major economic, social, and civic hub for the City of Caldwell. Thus, this area should be prioritized for investments and revitalization as a catalyst for growth. To begin, the City needs to know where the opportunities for revitalization lie. The City should map underutilized buildings and sites in the downtown area and evaluate their potential. In older and underutilized spaces,

Caldwell can utilize adaptive reuse techniques to maintain historic character and sense of place while being culturally vibrant. The City can utilize vacant commercial spaces by establishing and maintaining a “Move-In-Ready” program. Caldwell has several spaces throughout the downtown that are currently vacant and unused which could be used as temporary, seasonal cafes, markets, pop-up shops, etc. To accomplish this, Caldwell needs to review its regulations and encourage short-term, interim leases from the landowners so these lots can be used for various purposes. The City should identify these vacant spaces to develop and maintain “pop-up” locations to grow local start-ups.

There are a number of opportunities for the City to promote and support the local economy, for example, Caldwell can explore and evaluate options such as greater flexibility in tax sources that can fund City operations, reducing unnecessary tax exemptions, considering sales,

Case Study: Tactical Urbanism in Fayetteville, AR²⁰

In 2016, the City of Fayetteville worked with Street Plans to test and install Tactical Urbanism projects, allowing citizens to apply for a permit and install their own short-term place-making projects. This initiative was part of the City’s goal to slow traffic and make it more pedestrian friendly. One of the projects focused on the intersection at Rock St. and Mill Ave. which included installing a 3-way stop sign and painted curbs and sidewalks. It proved to have pros and cons: the City found that “the percentage of speeding cars reduced from 7% to less than 1%.”

Another intersection, Center St. and Church Ave., which was painted to become more narrow but safe for pedestrians, was the main route for the Fire Department and the local bus. The new layout made it difficult for these large vehicles to navigate through the newly narrow street. This challenge led the City Engineer to realize that vehicular usability still needs to be considered before these projects are implemented permanently.

If Caldwell were to implement Tactical Urbanism, it is important to take vehicular usability into consideration, especially for emergency responders. While Fayetteville is a larger city than Caldwell, this example shows the possibility of improving walkability and safety for pedestrians in and around downtown.



Figure ## Pedestrian enhancement; Jersey City, NJ
Source: <http://www.street-plans.com/jc-walks-pedestrian-enhancement-plan-jersey-city-nj/>



Figure ## Pop-up seating area; Portsmouth, NH
Source: <http://www.street-plans.com/tactical-urbanism-projects/islington-street-demonstration-projects-portsmouth-nh/>



Figure ## Park(ing) Day, pop-up spaces; Tulsa, OK
Source: <https://www.tulsaparkingday.com/about>



Figure ## Wi-Fi pop-up at the Somerville Public Library; Somerville, MA
Source: <https://www.pps.org/article/how-a-library-is-reimagining-public-wi-fi-during-covid-19>

or marginal taxes on some types of goods and services, and taxing online sales. Additionally, the City can consider a financing mechanism for the downtown area e.g. Municipal Management District, Tax Increment Financing, Tax Increment Reinvestment Zone, Business Improvement District, etc.

Community feedback revealed residents' desire to attract tourists to Caldwell, so the City should seek to enhance the downtown area, focusing on tourism and community events/activities for locals. For many small towns, a major attraction are the multitude of historical sites that tell the story of the area's early inhabitants, showing the growth and changes

over time. To capitalize on this opportunity, Caldwell should identify and encourage the preservation of lands, sites, and structures that have historical or archaeological significance. Further, the environmental vulnerability of historically or culturally significant sites need to be assessed and preservation techniques should be explored.

There are a number of programs and organizations that focus on historic preservation which can be beneficial partners for Caldwell. The City should seek to establish public/private partnerships to ensure the preservation and retention of top-priority historic resources.

Additionally, the City can encourage preservation and rehabilitation of historic buildings and sites by providing low-interest or forgivable rehabilitation loans to complete financial and architectural feasibility study, design development studies, prospective appraisals or historic tax credit qualification.

Caldwell should focus on identifying the economic value of cultural resources in attracting tourism and reinvest a share of its revenue to sustain and expand these resources. As tourists come to the City to enjoy local restaurants, events, and shopping, it is important to ensure there is sufficient parking available in and around downtown. Therefore, the City needs to conduct a Downtown parking study as more businesses come to the area to ensure adequate parking and connectivity is provided.

As described previously, the City should work with property owners to utilize abandoned or empty lots as spaces for gathering and community enhancement zones. To further improve the aesthetics and usage of Downtown spaces, Caldwell should work with organizations to develop tactical urbanism projects to help promote small cost effective and innovative solutions to highlight the potential for improvements. These projects are low-cost, temporary changes with the purpose of improving neighborhoods and public spaces through pedestrian plazas, pocket parks, pop-up bike lanes, etc. Tactical Urbanism utilizes city, organizational, and/or citizen-led efforts to build short-term, low-cost, and scalable interventions to catalyze long-term change.¹⁹ Another way the City can improve the aesthetics and atmosphere of the Downtown is to add murals or other public art to help identify the culturally significant history of the community and promote tourism. As the City focuses on increasing tourism, it will be necessary to increase lodging options, so Caldwell needs to explore initiatives to promote local hotel construction and renovation.

An effective marketing campaign is vital for attracting tourists and potential businesses and investors to the community. These can include online through social media or the City website, physical marketing tools such as videos, billboards, signage, and merchandise that can be sold or handed out during events. The City needs to develop a rebranding and marketing campaign for Caldwell that reflects its character and attracts visitors and potential future residents or businesses. This effort will incorporate the effective use of the City website, which will need to be regularly updated to include promotions of programs, events, and resources to attract, engage, and welcome visitors. Caldwell can work with local organizations such as the Czech Heritage Museum and other local historical societies to promote the heritage and history of Caldwell. Partnerships with the Chamber of Commerce and the Main Street Advisory Board will also be helpful in promoting local businesses and tourism.

While the City is working on attracting businesses, it will be important to encourage regular updates to the DowntownTX page to help identify vacant and/or infill properties. The City can also partner with real estate agents and the Main Street Advisory Board to actively update and promote Downtown properties that are ideal for potential small businesses.

Case Study: City Branding – Burleson, TX²¹



The City of Burleson recently hired a city branding company, CivicBrand, to develop clear, consistent, and recognizable branding that represented the community at large to residents, visitors, and businesses. Through various focus groups, surveys, and designs, the City was able to establish a unique brand that would be used on all official physical and online marketing materials.

Public engagement was an important piece to this process. Public and stakeholder meetings, community events, and interviews with City Staff, interest groups, business owners, residents, and youth helped the company develop a comprehensive branding strategy that would appeal to numerous audiences.



The final product was a complete brand platform composed of multiple elements that work to form a cohesive brand identity. With two logos (a badge and typography option), official City Government logo, and an emblem for civic pride, “BTX Made,” the City has a range of options for the various publications and materials that can be created.

While hiring a branding company may not be feasible for Caldwell, with this format of utilizing public engagement and creative strategies, the City can create its own branding platform to establish a local and regional identity that sets it apart from other communities in the area.



Economy

Economy		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
Goal 6.1 Develop and support a highly skilled workforce												
Objective 6.1.1 Partner with local and regional institutions to create opportunities for skill-building and career readiness	Action 6.1.1.1 Support CISD to promote existing training programs and encourage the creation of additional programs that retain teachers and staffs, and enhances job skills of students.	X										CA, CDS, CISD, BC-CC, BC-EDC JET, RBDG, Skills for Small Businesses
	Action 6.1.1.2 Support CISD's strategy to partner with Bryan ISD to provide high quality technical education in construction and mechanics			X								CA, CDS, CISD, BC-CC, BC-EDC JET, RBDG, Skills for Small Businesses
	Action 6.1.1.3 Partner with TAMU, Blinn, TSU, and Sam Houston State to bring more college readiness workshops as well as workforce training programs that are needed by employers.		X									CDS, CA, TAMU, WS, BCD, BC JET, RBDG, Skills for Small Businesses
	Action 6.1.1.4 Create a partnership involving leadership from the city, local education providers, and businesses for providing data and analysis that address community issues impacting economic development.		X	X								CDS, CISD, BC-CC, BC-EDC, BC
	Action 6.1.1.5 Work with Workforce Solutions of the Brazos Valley to create an annual report on the city’s workforce strengths and challenges.		X									CDS, WS, BVCOG
Objective 6.1.2 Establish programs and services to foster a competitive workforce	Action 6.1.2.1 Conduct surveys and studies to examine the current job market and determine what job types people are looking for to help increase a live work environment.			X								M&C, CDS, BC-CC, BC-EDC
	Action 6.1.2.2 Provide career guidance and assistance to residents by creating a center that supports job fairs, scholarship search assistance, professional attire rentals, etc.			X								CDS, CA, TAMU, WS, BCD, BC JET, RBDG, Skills for Small Businesses

Economy

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 6.1.2.3 Facilitate collaboration between institutions and the business community to integrate recent graduates into the local workforce through networking and mentorship programs.				X						CDS, CISD, BC-CC, BC-EDC, BC	JET, RBDG, Skills for Small Businesses
	Action 6.1.2.4 Encourage institutions to create a downtown satellite campus presence that offers classes for the Caldwell community.				X						BCD, TAMU, MSAB, CDS	JET, RBDG, Skills for Small Businesses
Goal 6.2 Foster a robust economy that supports entrepreneurship and business development and retention												
Objective 6.2.1 Prioritize maintaining the strength of existing businesses.	Action 6.2.1.1 Conduct annual business needs assessment to identify gaps and needs of local businesses.	X									MSAB, CDS, BC-EDC, BC-CC	
	Action 6.2.1.2 Maintain relationship with business community and formally engage with business leaders on a regular basis to address specific needs to support businesses in Caldwell.		X								MSAB, CDS, BC-EDC, BC-CC	
	Action 6.2.1.3 Consider establishing a merchant committee to help facilitate the needs of local businesses.			X							MSAB, CDS, BC-CC	
	Action 6.2.1.4 Create a guidebook for small business owners on how to navigate the permitting and regulation process, information on incentives, facade improvement loans, tax abatements, additional security, trash removal, etc.			X							MSAB, CDS, BC-EDC, BC-CC	
	Action 6.2.1.5 Build a "Shop Local" campaign that highlights local businesses and provides promotion and marketability of all businesses in Caldwell.			X							MSAB, CDS, BC-CC	

Economy

Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology		
	Action 6.2.1.6 Develop a management training program to equip business owners with skills to help manage their businesses more effectively and efficiently.				X						MSAB, CDS, BC-CC	JET, RBDG, Skills for Small Businesses, Community Advantage Program, High Demand Job Training Program, RISE
Objective 6.2.2 Promote the development of new businesses to create additional jobs.	Action 6.2.2.1 Promote and recruit small retail businesses that are equally diverse and inclusive.		X								MSAB, CDS, BC-CC	
	Action. 6.2.2.2 Support startups in Caldwell that capitalize on local culture and artisans as well as create high paying jobs.			X							MSAB, CDS, BC-EDC, BC-CC	
	Action 6.2.2.3 Create a business incubator program to increase opportunities for local entrepreneurship by providing space and resources for startups.				X						MSAB, CDS, BC-EDC, BC-CC	
	Action 6.2.2.4 Create a loan pool for aspiring business-owners to be able to access more capital for upfront costs of starting a business.			X							MSAB, CDS, BC-EDC, BC-CC	
	Action 6.2.2.5 Apply to federal and state funds to establish a revolving loan fund to support business start-ups and expansions to bridge the gap between business owner's resources and owner's needs.				X						MSAB, CDS	JET, RBDG, Skills for Small Businesses, Community Advantage Program, High Demand Job Training Program, RISE
	Action 6.2.2.6 Encourage home businesses while minimizing impacts by considering adopting performance standards to control noise, parking, lighting, etc.		X								MSAB, CDS, BC-EDC, BC-CC	

Economy

Economy		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
Goal 6.3 Expand and diversify the economy to be a regional trade and commercial hub													
Objective 6.3.1 Facilitate commercial and industrial development that add value to the local economy.	Action 6.3.1.1 Conduct market study every 5 years to support the continued growth and expansion of targeted industry sectors.			X								M&C, MSAB, CDS, BC-EDC, BC-CC	
	Action 6.3.1.2 Work to attract companies in specific sectors to create business clusters by marketing the Industrial Park, providing grants and industry-specific support and training.				X							M&C, MSAB, CDS, BC-EDC, BC-CC, CS	
	Action 6.3.1.3 Partner with BNSF and Union Pacific to conduct industrial or manufacturing feasibility studies for certified railroad sites.			X								BNSF, UP, CDS, BC-EDC, BC-CC	
	Action 6.3.1.4 Encourage development of larger retail and restaurants along Highways 21 & 36 corridors.			X								CA, CDS	
	Action 6.3.1.5 Update public incentive programs for economic development to provide maximum leverage per dollar spent.				X							MSAB, CDS	
	Action 6.3.1.6 Conduct a community-wide site selection analysis based on target industry variables.		X									MSAB, CDS, BC-EDC, BC-CC	
	Action 6.3.1.7 Continue to pursue a full scale grocery store or natural food stores through partnerships, market studies to determine feasibility, incentives and by preparing infrastructure to sites to be ready for development.				X							CA, CDS, M&C	
	Action 6.3.1.8 Market the airport as an asset to attract more economic development in Caldwell.				X							CA, CDS, PW, M&C	

Economy

Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective 6.3.2 Promote the existing assets through redevelopment strategies to fill vacancies and gaps in the community.	Action 6.3.2.1 Establish a facade improvement program. Provide financial incentives to businesses and property owners to upgrade and visually improve building exteriors.			X								MSAB, CDS, CC, CA	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV
	Action 6.3.2.2 Review underdeveloped land areas within the city to anticipate infrastructure needs required to assist with economic development activities				X							CC, CA, CDS, PW, UD	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV
	Action 6.3.2.3 Continue promoting the re-use, redevelopment, and revitalization of low-performing or declining commercial areas.		X									M&C, MSAB, CDS, CA	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV
	Action 6.3.2.4 Apply for redevelopment grants for brownfield remediation, infill development and renovation of blighted structures.				X							CDS, PW, CE, CS	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV
	Action 6.3.2.5 Develop partnerships to facilitate redevelopment with experienced developers			X								DHB, MSAB, CA, CDS	
	Action 6.3.2.6 Assist private developers by helping them assemble redevelopment sites with multiple property owners, who are often absent or very difficult to find.				X							DHB, MSAB, CA, CDS	
	Action 6.3.2.7 Pursue public private partnerships with land owners of vacant parcels that would be suitable for certain economic industry gaps.				X							PO, CA, CS, DHB, MSAB, CDS	
	Action 6.3.2.8 Create materials to clearly communicate processes and policies for economic development incentives to potential developer.			X								M&C, CDS, MSAB	

Economy

Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology		
Objective 6.4.2 Enhance downtown Caldwell's prominence by focusing on tourism and community events	Action 6.4.1.6 Consider a financing mechanism for the downtown area e.g. Municipal Management District, Tax Increment Financing, Tax Increment Reinvestment Zone, Business Improvement District, etc.				X						CDS, MSAB, CA, CC, CS	
	Action 6.4.2.1 Identify and encourage the preservation of lands, sites, and structures that have historical or archaeological significance			X							THC, EPA, BC-HS	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV, Texas Preservation Trust Fund Grant Program, Federal Historic Preservation Tax
	Action 6.4.2.2 Assess historical and culturally significant sites' environmental vulnerability and explore ways to prompt their preservation		X								THC, EPA, BC-HS	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV, Texas Preservation Trust Fund Grant Program, Federal Historic Preservation Tax
	Action 6.4.2.3 Establish public/private partnerships to ensure the preservation and retention of top-priority historic resources		X								THC, EPA, BC-HS	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV, Texas Preservation Trust Fund Grant Program, Federal Historic Preservation Tax
	Action 6.4.2.4 Consider providing low-interest or forgivable rehabilitation loans for historic buildings and sites				X						THC, EPA, BC-HS	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV, Texas Preservation Trust Fund Grant Program, Federal Historic Preservation Tax

Economy

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 6.4.2.6 Establish a pre-development grant or low-interest loan program to complete financial and architectural feasibility study, design development studies, prospective appraisals or historic tax credit qualification				X						CS, MSAB, CDS, THC	SGIA, CDBG, Downtown Revitalization and Main Street Programs, SGIA, HOPE IV, Texas Preservation Trust Fund Grant Program, Federal Historic Preservation Tax
	Action 6.4.2.5 Identify the economic value of cultural resources in attracting tourism and reinvest a share of tourism revenue to sustain and expand these resources.			X							BC-HS, MSAB, CDS,	
	Action 6.4.2.6 Conduct a Downtown parking study as more businesses come to the area, to ensure that adequate parking and connectivity is provided.				X						TTF, MSAB, CDS, PW	
	Action 6.4.2.7 Evaluate and work with property owners to utilize abandoned or empty lots as spaces for gathering and community enhancement zones.		X								PO, MSAB, CDS, CA	
	Action 6.4.2.8 Work with organizations to develop tactical urbanism projects to help promote small cost effective and innovative solutions to highlight the potential for improvements.	X									PO, MSAB, CDS, CA, CO	
	Action 6.4.2.9 Add murals and other art pieces throughout downtown to help identify the culturally significant history of the community and promote tourism.		X								PO, MSAB, CDS, CO	
	Action 6.4.2.10 Explore incentives to promote local hotel construction and renovation.			X							CDS, CC, MSAB, BC-EDC	

Objective	Action	Timeframe			Action Type					Responsible Parties	Funding	
Objective 6.4.2: Develop a rebranding and marketing campaign for the city that reflects its character.	Action 6.4.2.11 Develop a rebranding and marketing campaign for the city that reflects its character.	X			X						M&C, CA, CC	
	Action 6.4.2.12 Update city website and actively promote and market city programs, events and resources to attract, engage and welcome visitors.										M&C, CDS, MSAB	
	Action 6.4.2.13 Partner with Czech Heritage Museum and local historical societies to promote the history and heritage of Caldwell.		X								CDS, CVC, MSAB, BC-CHM, BC-HS,THC	
	Action 6.4.2.14 Work with Chamber of Commerce and the Main Street Advisory Board to promote tourism and businesses in Caldwell.			X						BC-CC, MSAB, CDS		
	Action 6.4.2.16 Encourage regular updates to DowntownTX.org page to help identify vacant and/or infill properties.	X								M&C, CDS, MSAB		
	Action 6.4.2.17 Partner with real estate agents and the Main Street Advisory Board to actively update and promote Downtown properties that are ideal for potential small businesses.				X						CDS, MSAB	

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7

ENVIRONMENT



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OVERVIEW

Existing conditions such as land cover, wildlife and species, and water quality gives us an understanding of the current impact of development on Caldwell. The City of Caldwell can improve the quality in the relationships between humans and nature by using valuable assets and planning tools correctly. As Caldwell grows, the City needs to ensure that development is directed in a way that minimizes environmental threats. This section discusses existing environmental conditions in Caldwell and recommends strategies to manage them in the future.

The City of Caldwell is proactive in anticipating and planning for the future so that the community retains as much of its traditional benefits and advantages as possible. At the same time, it seeks to avoid potential dangers: hazards to health, loss of a sense of community identity and neighborliness, and the general deterioration of living quality which can accompany growth.

The City of Caldwell has a total area of 3.9 square miles, of which 0.66%, is water. The northeast portion of the city is vulnerable to flooding because Davidson Creek is a major tributary through the city, and the average annual precipitation is higher than the US average, which is 39 inches. As Caldwell has the potential to grow, comments from the public engagement period mentioned the adverse impact on their quality of life regarding severe weather, such as extreme heat in summer.

EXISTING CONDITIONS

The City of Caldwell has a total area of 3.92 square miles, of which 99.3% is land area (3.90 sq. mi.) while the remainder is 0.03% (0.7 sq. mi.) water. Caldwell is surrounded by cropland and shrubs. Its environmental amenities include streams, limited parks, and close proximity to Lake Somerville. Caldwell is in the Post Oak Savannah Ecological Region. A majority of the region is covered by native grassland with intermittent post oaks, live oak, black hickory, and blackjack oak. Caldwell's land cover map, shown in Figure 7.1, displays the city's land cover, which consists of hay and pastureland, developed areas, open water,

cultivated crops, and other classifications. Most of the land cover in Caldwell is hay and pastureland (28.7%), followed by developed open space (24.3%), and then low-intensity development (22.1%). The land cover labeled as high-intensity development and developed open space has increased in recent years. Since 2011, hay and pastureland cover has increased by over 13%.

Vegetation

Apart from being in the Post-Oak Savannah region, the City of Caldwell is located within the San Antonio Prairie subregion. This area includes fertile grassland that has attracted settlers since the 1830s. Caldwell's rich soil

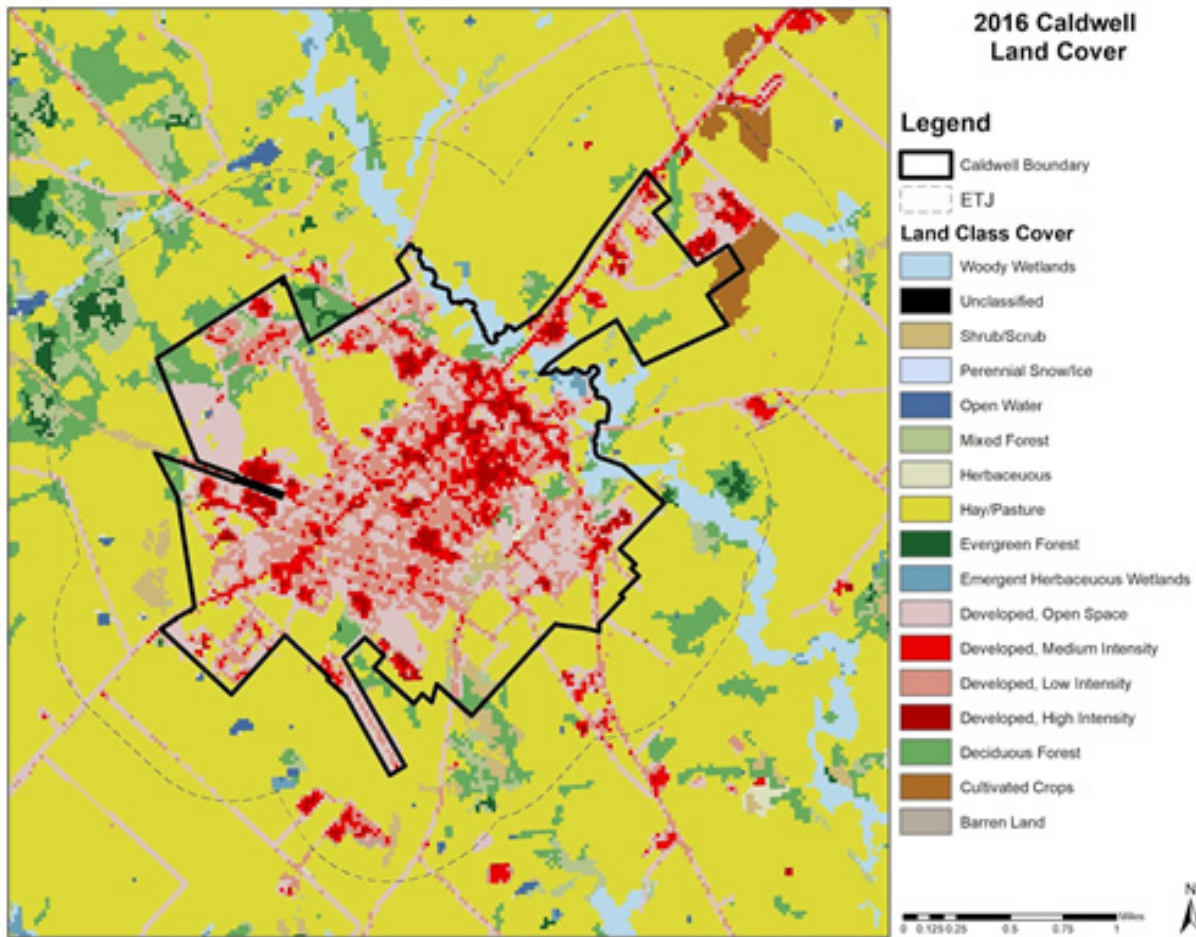


Figure 7.1 2016 Land Cover Map
Source: USGS NLCD Land Cover

types are still used today, which can be explained by their high concentration of crops. This area is mainly punctuated by scattered oaks. Caldwell has mostly improved pasture with vast concentrations of bahia grass and bermuda grass.¹

Threatened and Endangered Species

A major threat to wildlife and species is the depletion of their habitats. While seeking to develop commercial, residential, and recreational facilities for the community, animal species and their habitats may become threatened with improper development. Burleson County has 62 threatened and endangered species that are important to this ecoregion. As of now, it is not known which animals and vegetation can be found in Caldwell. The list below displays a small list of the 62 threatened and endangered

species around the county:

- Houston Toad
- Wood Stork
- Blackspot Shiner
- Swamp Rabbit
- Texas Horned Lizard
- American Bumblebee
- Texas Fawnsfoot
- Branched Gay-Feater

Water Quality

The Brazos River Authority primarily handles water resources in the Brazos River basin. Overall, despite continuing population growth, Burleson County's own water needs are projected to peak in 2030 and gradually decline after that decade, from 2,898 acre-feet per year in 2020 to 3,376 in 2070. Irrigation and mining demand is expected to fall significantly over the next fifty years, while livestock water

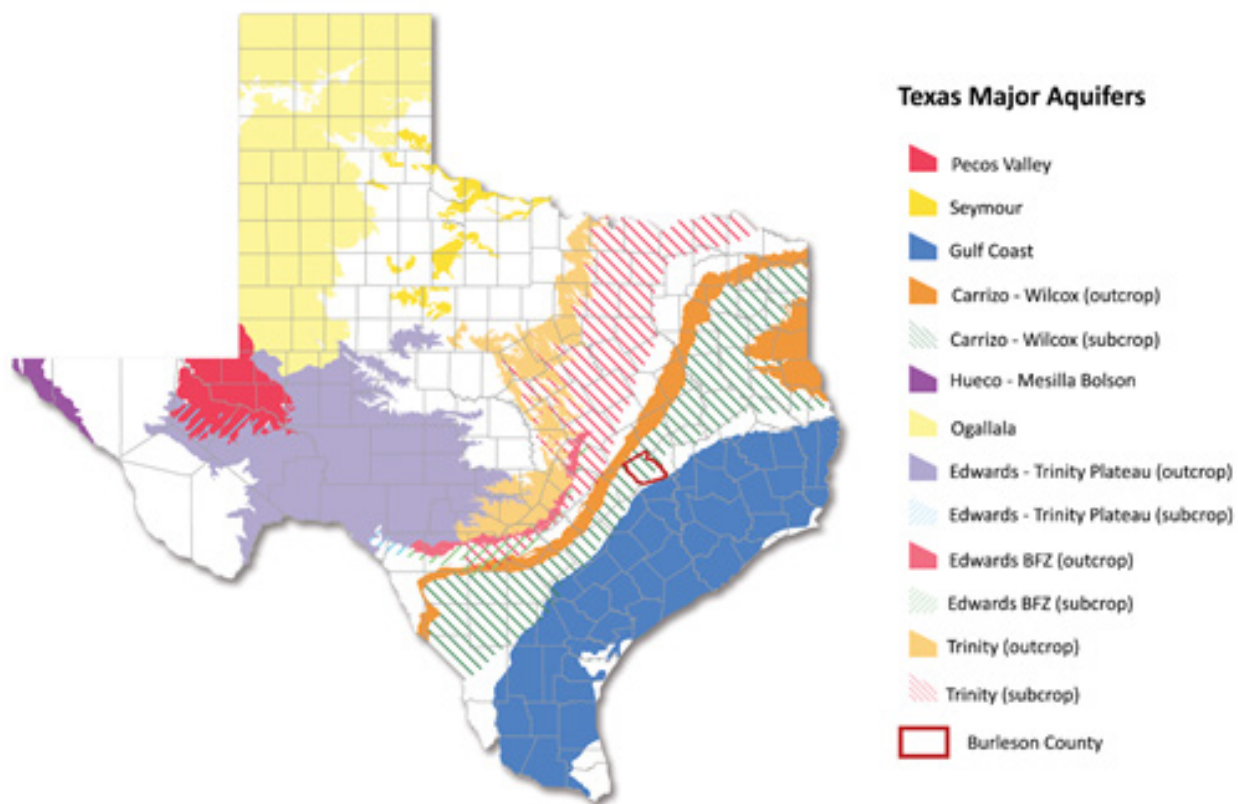


Figure 7.2 Texas Major Aquifers
Source: TWDB

demand is projected to be stagnant. The only major increase in the county's own use projection comes from a significant increase in manufacturing water demand, particularly between 2020 and 2040.² Municipal water demand is projected to rise slightly over the 50-year forecast period, Burleson County's own use is completely sustainable with existing water levels in the Carrizo aquifer beneath Burleson County.

Organizations such as the Post Oak Savannah Groundwater Conservation District manages groundwater usage to protect water availability and quality.³ Waterways such as Davidson Creek, which runs through the northeast of the city, and the nearby Brazos River and Yegua Creek provide valuable habitats for many of the wildlife. Additionally, Lake Somerville, located approximately 16 miles south of Caldwell, provides residents of Burleson County with

recreational activities.

Infill Development

According to the Centers for Disease Control & Prevention (CDC), social vulnerability relates to a community's ability to respond to hazardous events. These can be disease outbreaks and natural or human-caused disasters. Social vulnerability can be measured on a Social Vulnerability Index (SVI), using 15 indicators based on US Census data for poverty, education, language spoken, age, housing type, transportation access, and other factors. The CDC and other organizations can map a community's SVI for every census tract, or subdivision for which statistical data is collected during the census.

The SVI for Caldwell can be seen in Figure 7.2, showing that much of the City and the surrounding area are between high and moderate vulnerability.

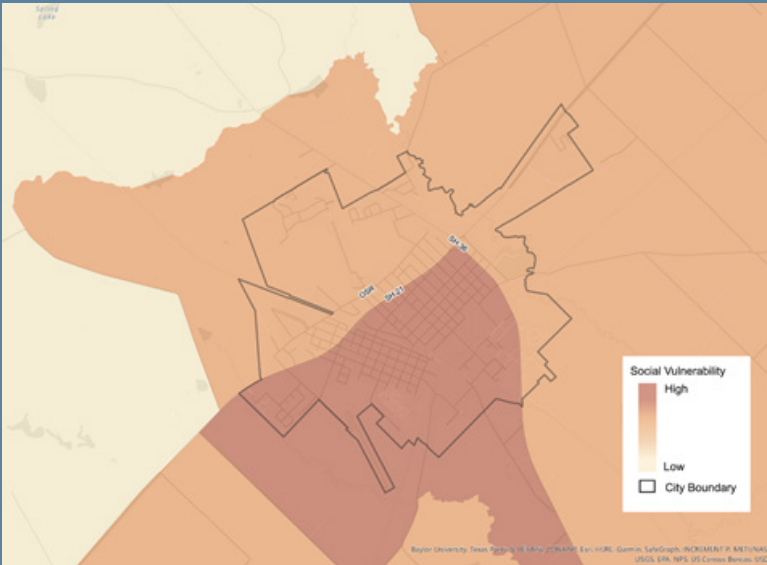


Figure 7.2 Social Vulnerability Index

EXPOSURE TO HAZARDS

Since 1953, 17 disasters have been declared by FEMA in Burleson County. According to the National Oceanic and Atmospheric Administration (NOAA), Caldwell is susceptible to flooding, hurricanes, severe storms, and wildfires. The Social Vulnerability Index is a tool that indicates a community's level of vulnerability when confronted with external stresses such as disasters. A majority of Caldwell is within the top highest level of the SVI. This section highlights hazards that affect Caldwell.

Flooding

The northeastern and southern parts of Caldwell face a threat of flooding. Davidson Creek has one of the larger floodplains due to low-lying

areas along the tributary, as seen in Figure 7.1. Davidson Creek is the main catchment basin for much of the city's stormwater runoff. Another part of the floodplain runs south of the St. Joseph Health Burleson Hospital. Caldwell and surrounding cities participate in the National Flood Insurance Program (NFIP), which requires permits for new construction within floodplains. The requirements are policies from permit applications, communicating flood risk to prospective buyers, and efforts to protect open spaces and waterways. Caldwell has 10 policies in place to manage flood risks.⁴ According to the Spatial Hazard Events and Losses Database for the U.S. (SHELDUS), Burleson County has experienced a total of \$226,000 in property damages from floods.⁵

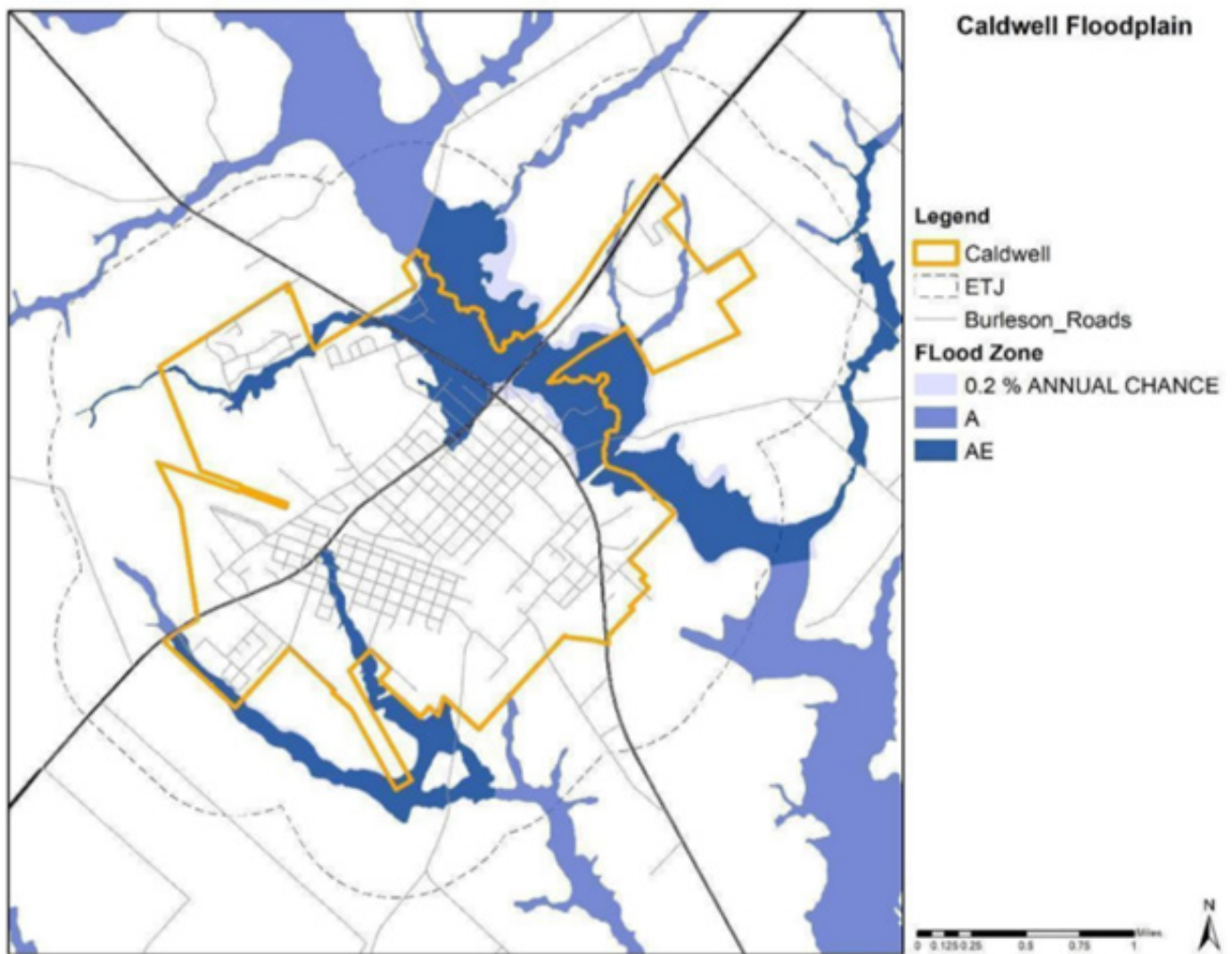
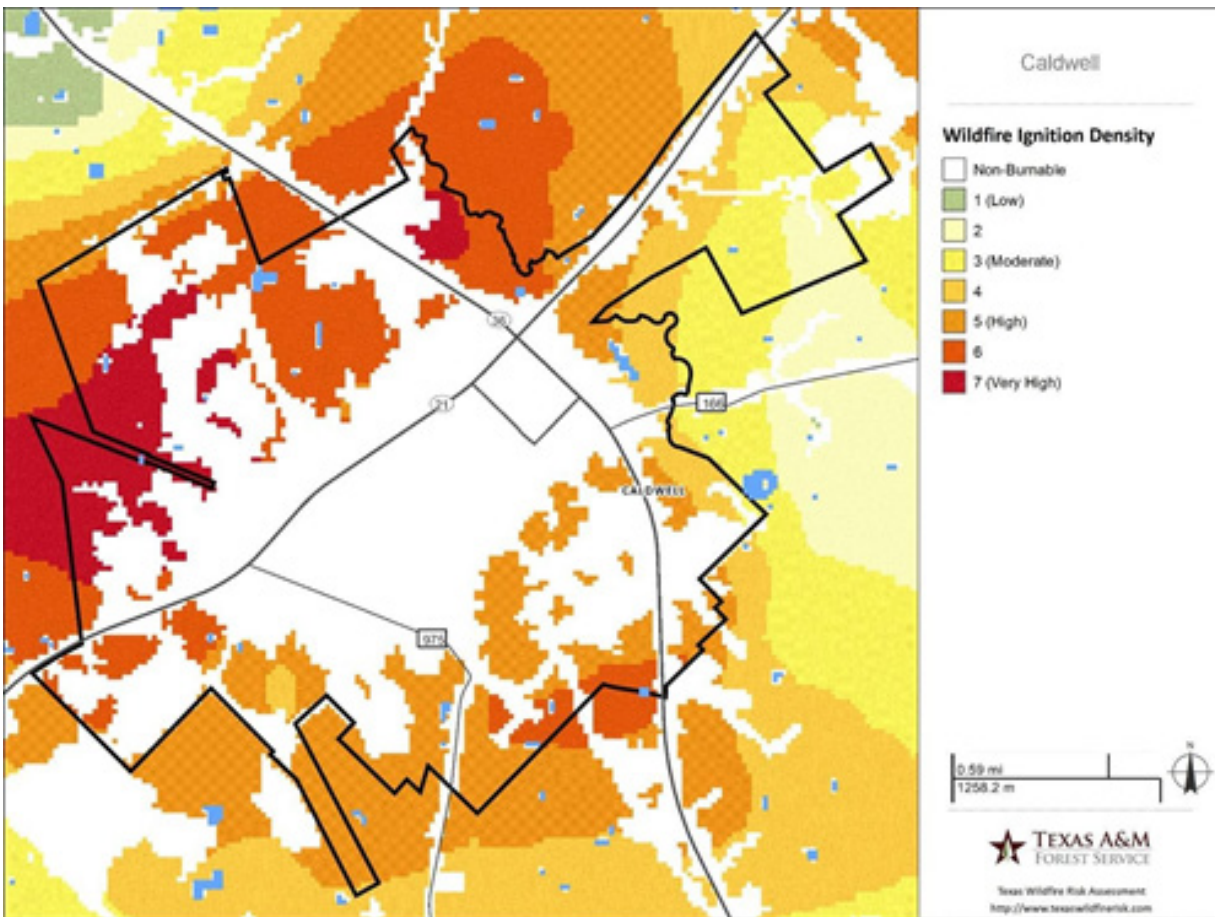


Figure 8.1: Caldwell Flood Risk Areas. Source: FEMA (2020).



Wildfires

From 2006 to 2015, there have been 120 reported fire events in and around Caldwell. Historically, fire posed a major threat to the community and infrastructure of the city. The Texas A&M Wildfire Risk Assessment (WRA) database is used to determine major high-risk zones of fires in Texas. With the high amount of vegetation in Caldwell, fires are likely to spread faster and reach houses and other critical properties. Figure 7.# is Caldwell's Wildfire Ignition Density analysis, which estimates the likelihood of a wildfire based on historical patterns and records an ignition. This shows that Caldwell has a 6.3% (red area) likelihood of a wildfire. While 60.4% (white area) is classified as non-burnable, updated information could change this outcome. Fire events have the potential to cause extensive economic damage and social distress. The Caldwell Fire and Rescue Team is a volunteer fire department that is equipped and trained to handle wildfires; as growth

occurs it will be essential for the community to understand the current risks and prepare strategies to mitigate them.

Other Hazards

Based on historical patterns, Caldwell has experienced damages from thunderstorms, hail, tornadoes, and severe wind events. Most recently, the COVID-19 pandemic impacted the entire world and caused many businesses to close, health problems with members of the community, and lack of internet availability. As the world went virtual, community members experienced issues with internet connections, due to school and work being mainly online. The school district launched a program during this time to aid families that did not have internet with a personal hotspot. While the City opened its facilities for the community to use as well as working to install internet in all city parks. Additionally, the 2021 Winter Storm Uri, which affected much of the state of Texas,

communities were surprised by this historic weather event that lasted for about a week in February. Texas cities like Caldwell experienced service interruptions and began rolling blackouts. This highlighted the vulnerability of a community as critical infrastructure and communication were impacted and intermittent. Caldwell was fortunate in the sense that rolling blackouts were fairly consistent and long-term interruptions were avoided.

COMMUNITY ENGAGEMENT

Public comments on foreseen improvements and feedback on the current conditions of Caldwell focus mostly on demand for better infrastructure, economic growth, and provision of public services. On the idea wall, while some people seek expansion and development and others value the maintenance of the small-town feeling, nearly none of the comments considers the impact on the natural environment. Though ecological processes and natural resources play a critical role in supporting and providing for human systems, it is often only thought of as natural environments become degraded. Comments that are somewhat related to the natural environment are mainly public health concerns and about pollution, including

1) mosquitos, rodents, and diseases; and

“Mosquitos can be a real problem.... Considering the very real health hazard of mosquitos I wish our city would at least check into a way to control them.”

“Spray for mosquitos.”

“Properties should be kept clean. Rodents and diseases should be kept at a minimum...”

2) “toxic chemicals”, “dangerous chemicals”, and inefficiencies in recycling.

“More recycling facilities, year-round disposal of plastics, paper, and dangerous chemicals. ...”

“There should be more code reinforcement in environmentally detrimental items sitting in yards like junk vehicles and tires being dumped.”

“Public water has way too many toxic chemicals that I have to question how much longer it will be safe for public use!”

These issues could cause pollution from runoff in environmentally sensitive areas, such as rivers and streams. One person commented on the idea wall:

“I understand from a study by Texas A&M that water quality downstream of Davidson Creek is very highly polluted”,

Furthermore, confirming the public’s concerns on pollution from development and the built environment.

3) Two comments mentioned the need for drainage improvements, possibly referring to occasional flooding in low-elevation areas.

“Improve drainage areas.”

“... seen better drainage ...”

Since parts of Caldwell are in the 100-year and 500-year floodplain, the City should elevate the importance of maintaining effective drainage systems and flood hazard management systems. In addition to educating the public on environmental conditions to ensure they are given facts about their community. As a city,

the main priority is to minimize risk and protect its citizens, this is done by implementing key regulations that help mitigate and support sustainable and resilient development.

In addition, some citizens were also concerned about the sewer capacity with the larger population coming into the city, as sewer channels and infrastructure are not mapped clearly and in need of repair, making the city more vulnerable to storms, hurricanes, and other disaster impacts. The increased impacts of disasters caused more people to worry about their living conditions, as seen in the comments focusing on the severe weather, such as extreme heat in summer. More than four reviews say that there is not enough shade on the streets or open spaces where they could commute or rest even though some places do attract people to come. Therefore, lack of trees (shade) or other important landscaping especially in extreme weather has been proven to impair residents' quality of life and interfere with the normal environmental capability of healing.

RECOMMENDATIONS



ENHANCE RESILIENCE TO PROTECT THE COMMUNITY FROM IMPACTS OF HAZARDS.

Hazard mitigation and preparedness are important for the future integrity of the City's infrastructure and safety of the residents. The City needs to focus on coordinating with local and regional partners to implement hazard mitigation and response practices. The Burleson County Emergency Management (BC-EM) Coordinator will be an important partner in this effort. Therefore, Caldwell should work with the County Emergency Management Coordinator to identify Critical Infrastructure

Burleson County Emergency Management (BC-EM)

Hazard Mitigation Plan update

The Plan was adopted in 2018 with support from the Brazos Valley Council of Governments (BVCOG) and the Texas Engineering Extension Service (TEEX) to help make local communities reduce or eliminate risks that are most prevalent to the County. In August of 2021, Burleson County began the process of updating its Hazard Mitigation Plan through a survey to help identify concerns about natural hazards and reduce risk and loss from those hazards.

Emergency Alert System (CodeRED)

Both Burleson County and the City have emergency alert systems that uses multiple notification methods to alert citizens in the case of an emergency. These systems use text messaging, email, radio and television, NOAA Weather radios, social media, and phone calls to provide information.

within Caldwell and surrounding communities. They can also coordinate with the City on the socially vulnerable areas to ensure that no population is disproportionately impacted by disaster impacts, recovery, and redevelopment.

The City and BC-EM should co-host public engagement exercises to understand the gap in community preparedness and hazard mitigation assistance. To further set the community up for resilience and decrease disaster risks and impacts, Caldwell and BC-EM should work together to create a Hazard Response and Emergency Operation Plan to decrease disaster risks and impacts. It's important to get the community involved in the process of creating

Community Rating System (CRS)

FEMA's Community Rating System (CRS) was introduced to encourage communities to exceed the minimum NFIP requirements in exchange for monetary incentives. The CRS uses a class rating system from 1 to 9 with the goal being to reach a lower class rating for maximum incentives. The CRS Coordinator's Manual identifies six categories of floodplain management activities that can increase a community's resilience to flooding and improve their overall score. CRS Activity Categories are as follows:

- Preventive
- Property Protection
- Natural Resource Protection
- Emergency Services
- Structural Projects
- Public Information

The CRS recognizes, encourages, and rewards community and state activities that go beyond the minimum standards required by the NFIP.

this plan as well as after it's created, so the City should involve community members as active participants in preparedness activities and workshops to educate them on emergency preparedness.

The City can work with CISD and other agencies as well to provide public education and outreach, focusing on property protection and disaster preparedness, specifically working with property owners, within or near the floodplain, to acquire elevation certificates. Additionally, Caldwell should apply to participate in FEMA's National Flood Insurance Program (NFIP) Community Rating System (CRS) and provide

outreach and education to ensure property owners are aware of benefits.

Recently, Caldwell has experienced many flooding events, so to understand how Caldwell is impacted by stormwater and flood hazards, the City should perform periodic drainage studies based on the increase in development. The City should utilize mitigation grants to allow more protection (for example, decrease the surface area of Special Flood Hazard Areas) based on engineering recommendations.



PRESERVE AND RESTORE NATURAL STORMWATER SYSTEMS

With the recent flood events, the City needs to focus on improving and maintaining the efficiency of stormwater runoff and drainage systems. The City can start by conducting a study on the west- and east-side stormwater systems such as culverts, drainage infrastructure, and drainage systems to identify items to be improved or retrofitted and keep a record of stormwater and drainage systems and update them annually to ensure efficiency in stormwater management. Caldwell should also explore retrofitting culverts and concrete drainage systems to improve the natural environment and revitalize wildlife corridors in urban areas. Additionally, Caldwell should install bridge systems instead of culverts for stream crossings to further help maintain the natural ecosystem associated with tributaries and streams within the city.

When cities focus on protecting the natural environment and its systems, they can better mitigate the impacts of storms and flooding due to the ability of the environment to absorb and filter stormwater. Therefore, Caldwell should adopt development practices that work to conserve open space for effective stormwater

Low Impact Development (LID) & Green Infrastructure (GI)

LID, as defined by the Environmental Protection Agency (EPA), refers to “systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration or use of stormwater in order to protect water quality and associated aquatic habitat.”⁶ As cities grow, the amount of impervious surfaces, which are surfaces that do not allow for water absorption such as roads and rooftops, increases as well. Because rainwater cannot soak through these surfaces, it flows quickly across them, picking up pollutants and enters, and entering drains that lead to local waterways. This causes streams and rivers to overflow causing flash flooding and can potentially harm habitats. Low impact development is meant to help mitigate those threats by retaining rain water and encourage encouraging it to soak into the ground.

Techniques used in LID are known as Green Infrastructure (GI) which facilitate the mimicking of the natural process of stormwater runoff and also help improve the aesthetics of communities. Many of these practices can be applied within the City of Caldwell, including bioswales, cisterns, green roofs, permeable pavements, rain gardens, and bumpouts.

management. One method to achieve this is through low-impact design standards which help improve permeability and stormwater management capacity.

There are several areas within and around the city that are within the floodway, and development should be limited in these areas to help limit the impacts of flooding. Therefore, the City should propose and promote that land in the floodway be used as parks/open space to help ensure minimum impacts to upstream and downstream properties. Additionally, Caldwell should promote the creation of regional drainage retention ponds to help decrease on-site detention/retention requirements. To further protect the infrastructure and surrounding environment, it is important to ensure that any existing or newly permitted public infrastructure, facilities, and services are designed to consider current and future environmental conditions when calculating capacity.



Figure ## Rain Gardens
Source: <https://vaswcd.org/rain-garden>

RAIN GARDENS

Features that can be installed in any unpaved space. These are shallow, vegetated basins to collect and absorb runoff from rooftops, sidewalks, and streets.

<https://www.epa.gov/green-infrastructure/what-green-infrastructure>



Figure ## Planter Boxes
Source: <http://www.madrono.org/san-francisco-landscape/water/stormwater/stormwater-infiltration-sidewalk-planters.html#.YTZAId5KiUk>

PLANTER BOXES

“urban rain gardens” that are built with vertical walls and open or closed bottoms which collect and absorb runoff from sidewalks, parking lots, and streets. These designs are ideal for areas with limited space as a streetscaping element.

<https://www.epa.gov/green-infrastructure/what-green-infrastructure>



Figure ## Permeable Pavement
Source: <https://www.countymaterials.com/en/news/item/county-materials-permeable-interlocking-concrete-pavers-elevate-storm-water-management-projects#gsc.tab=0>

PERMEABLE PAVEMENT AND PAVERS

This type of pavements infiltrate, treat, and/or store rainwater. This can be made of pervious concrete, porous asphalt, or permeable interlocking pavers.

<https://www.epa.gov/green-infrastructure/what-green-infrastructure>



Figure #.# Bioswales
Source: <https://www.balticwaterhub.net/solutions/bioswale-parking-lot>

BIOSWALES

Vegetated, mulched, or xeriscaped areas that treat and retain as stormwater moves from one place to another. These swales slow, infiltrate, and filter stormwater. This design element is well suited for placement along streets and parking lots.

<https://www.epa.gov/green-infrastructure/what-green-infrastructure>



Figure #.# Bump outs
Source: https://www.fauquiernow.com/fauquier_news/article/fauquier-old-town-intersection-will-get-curb-extensions-10-2017

BUMP OUTS

Also known as “curb extensions;” these designs protrude into a street either mid-block or at an intersection, directing stormwater into a vegetated inlet. This allows plants to be watered and water to be stored in the soil; excess water flows through to the next inlet.

<https://www.epa.gov/green-infrastructure/what-green-infrastructure>



PROTECT NATURAL RESOURCES AND ENVIRONMENTAL ASSETS.

It is important for the City to increase connectivity to open space and expand green corridors to conserve habitats. There are many state and federal partners Caldwell can work with to identify and protect environmentally sensitive areas, including the EPA, Department of the Interior, U.S. Fish and Wildlife Service

(FWS), the Texas Commission on Environmental Quality (TCEQ), Texas Parks and Wildlife (TPWD), and Texas A&M AgriLife. The FWS and TPWD can also help Caldwell identify rare, threatened, or endangered species that reside in the area. The City also needs to monitor adverse impacts on wildlife and domestic animal populations.

Riparian greenways, or riparian buffers, are a vital tool in enhancing a community's quality of life and help in preserving water quality and flood mitigation as well as providing for wildlife habitats. The City should conduct a study to identify riparian greenways within the floodway to implement a Resilience and Green

Case Study: Freshkills Park

A former landfill decommissioned in 2001, Freshkills Park is projected to be the largest park development in over a century. Partnering with the Municipal Art Society (MAS), the City of New York's Department of City Planning created an international design competition. This process resulted in a Draft Master Plan that weaves 2,200 acres of open grasslands, waterways, and engineered structures together into a cohesive sustainable park.

Early access to the park has become available through an extensive calendar that provides a variety of events in the public spaces that have been developed as of yet. Program streams include research, art, education, and recreation to encourage social, cultural, and physical activity.

In addition to humanitarian needs, the park helps protect various habitats and wildlife. One of the largest grassland habitats in the region, rare birds and other vulnerable species have made their home at the park.

Despite these natural features, the park is engineered to seal landfill mounds and ensure water and air quality. Systems of wells, trenches, and pipes collect landfill byproducts underground and send them to nearby treatment plants.

Connectivity is a major aspect of the park, projects that provide a direct connection to the surrounding communities have been given the highest priority in phasing out development. Various transportation modes such as paths, recreational waterways, and systems of park drives have been molded into a network to provide access to an interconnected park. Future plans include a publicly accessible road system.

Many phases have been completed thus far. The Freshkills Park Alliance and the New York Department of Recreation websites have many sources for status updates as well as guides for planning and building processes.

Conservation Easements⁷

A conservation easement is a voluntary legal agreement between a landowner and a land trust or government agency that permanently limits the uses of the land to protect its conservation values for future generations. Conservation easements allow landowners to protect their land while providing public benefits, such as water quality, farm, and ranch land preservation, scenic views, wildlife habitats, education, and historic preservation.

While under the agreement, the landowner still owns the land along with other “retained rights” such as the ability to sell, lease, give away, mortgage, etc. Once in place, the conservation easement “runs with the land”, meaning that regardless of who owns the property, its terms will remain in place forever. These agreements can either be executed through donation or purchase of development rights, both of which allow a landowner to realize the development value of their property without having to sell their land.

If donated, they may provide valuable tax benefits to landowners. There are tax advantages to landowners for donating conservation easements, including both immediate property tax and inheritance tax benefits.

Community Development Block Grant (CDBG) Program⁸

Through the U.S. Department of Housing and Urban Development (HUD), states receive funds that are provided to small, rural cities with less than 50,000 residents and counties with a population under 200,000 and are “non-entitlement” areas, which do not receive funds directly from HUD. The purpose of the CDBG is to develop communities by providing housing, sustainable living environments, and expanding economic opportunities specifically for low- to moderate-income people.

There are many programs under the umbrella of the CDBG program for Rural Texas, including

- Community Development Fund
- Main Street/ Downtown Revitalization
- Fire, Ambulance, and Service Truck (FAST) Fund
- Planning and Capacity Building Fund
- State Urgent Need (SUN) Fund

To achieve its goal of acquiring land within the floodplain, Caldwell would apply specifically for the Community Development Fund which can be used for public facilities (water/wastewater infrastructure, street, and drainage improvements, and housing activities) and other activities related to community development.

Connectivity was a major theme in community feedback as residents desire easier access to open spaces as well as community facilities, so Caldwell should require greenways to connect neighborhoods with Caldwell's parks. Additionally, the City needs to monitor the conversion of undeveloped tracts to ensure that habitat connectivity is maintained, such that species and ecosystem services are preserved under current and future conditions. It is also recommended that the City explore the feasibility of retrofitting buried streams to be brought back to the surface to restore riparian habitat and to further the conservation of aquatic ecosystems and wildlife habitats.

One way the City could expand and enhance its green/open space network would be to reclaim the old landfill site for a new 90-acre regional park, so Caldwell should explore the feasibility and process to undertake such a project. Many communities around the world have reclaimed old landfill sites and created parks, nature centers, wildlife preservation habitats, etc.

It is important for the City to encourage the preservation of the community's environment and work towards the conservation management of sensitive areas. Conservation easements and subdivision tools are methods the City can use to ensure the management and protection of identified significant areas. Public-private partnerships can also help the City fund greenways and conservation projects for wildlife habitats, greenway corridors, and other environmentally sensitive areas. The City should also set up density transfer mechanisms and density bonuses to guide new development away from areas that need to be protected. Additionally, the City should consider establishing development policies that require tree mitigation and preservation of specimen trees, which are large trees that have to be replaced if they are cut down during development. These trees are those that draw attention because of their foliage or character, such as a Crepe Myrtle or Willow, and are given

Transfer of Development Rights (TDR)⁹

Transferable Development Rights ordinances preserve open space by allowing potential development to be moved from preservation areas to growth areas. A TDR program separates development rights from a parcel of land that needs protection (the sending parcel) and transfers them to a parcel of land more appropriate for development (the receiving parcel). Through this process, the sending parcel is permanently restricted from development and the receiving parcel is granted a density bonus above what is allowed by its by-right zoning designation. The exchange of rights occurs between private landowners who sell their development rights to developers who have projects located in municipal designated receiving parcels. TDR should be offered as an option for landowners, but not be mandated.

a prominent position on a lawn or landscaping arrangement.

To finance land purchases in the floodplain, Caldwell can create a land acquisition fund and utilize the Community Development Block Grant (CDBG) program and explore establishing a program for Transfer of Development Rights for properties in the floodplain. Doing this will help increase the city's resilience and help contribute to lower premiums for flood insurance.

Caldwell needs to actively protect and monitor the water quality of the creeks and rivers that flow throughout and around the city. This can be accomplished by implementing a Stormwater

Environmental Groups

The Nature Conservancy in Texas

<https://www.nature.org/en-us/about-us/where-we-work/united-states/texas/>

Since 1964, the Nature Conservancy of Texas has worked to protect and conserve the land and water in Texas. Their efforts range from tackling climate change, land and water, food and water sustainability, and ensuring the health of cities around the world.

Texas Community Watershed Partners (TCWP)

<https://tcwp.tamu.edu>

TCWP “provides education and outreach to local governments and citizens on the impacts of land use on watershed health and water quality.” They are partnered with Texas A&M University and other universities across Texas and the country which provides Texas communities with sustainability and resilience tools.

Texas A&M University Forest Service

<https://tfsdev.tamu.edu/ConservationEducation/>

The Forest Service has been providing Texans resources and educational opportunities since its founding in 1915. TFS provides aid during and after wildfire incidents and helps local communities build capacity and increase public awareness about protection and prevention.

Pollution Prevention Plan (SWPPP) which can help the city reduce sediment runoff for all developments. Vegetative filter strips and other structures along streams can reduce pollution runoff from both industrial and commercial developments. It is important that the city avoid using chemicals and fertilizers on hard surfaces or areas near tributaries and rivers to avoid water contamination. Further, the City should explore using non-environmentally harmful chemicals and fertilizers; to decrease adverse impacts to the environment

Throughout the state and country, communities rely on groundwater resources, and it’s important that Cities do their part in protecting those resources. Caldwell and other regional partners should perform a study to identify key recharge zones for groundwater and explore flood hazard mitigation techniques. At both the federal and state levels, there are agencies, including the Corps of Engineers (COE) and the Texas Water Development Board (TDWB), that can aid in the process of assessing the condition of groundwater and waterways.

Once the City has an understanding of the groundwater and waterway conditions, a Water Protection Plan (WPP) should be developed to mitigate existing and future threats to source water quality and improve the resilience of the City’s water supply.

Caldwell sits on the Carrizo-Wilcox Aquifer, as shown in Figure #.#, which supplies water to communities stretching from the Texas-Louisiana border to the state’s border with Mexico. To ensure minimal subsidence and groundwater depletion, Caldwell needs to monitor the aquifer’s conditions and state legislation to stay up-to-date on the status of the resource.

While the City works to keep the environment free from hazards and protected from the impacts of development, it is important to get the community members involved with these efforts through educational opportunities to teach residents of all ages about the importance

of preserving Caldwell's natural resources.

The City can partner with state and county environmental groups to assist in finding grants and other funding sources for educational projects, such as education and outreach programs on the importance of water quality protection and planning. One such partner for this effort is the Post Oak Savannah Groundwater Conservation District (POSGCD), which can help promote and educate residents on activities such as rainwater harvesting and groundwater conservation, among other things. The City should also partner with local schools to establish youth engagement workshops on environmental awareness and preservation of natural resources with the goal of instilling sustainable habits for future generations.

Caldwell should also focus on executing environmental awareness programs with volunteers and community partners to increase and promote a healthy and safe environment as well as educating the public on the implications of the climate so they are informed stakeholders and can plan for the future accordingly. One method the City can consider is to establish monthly community activities for cleaning up natural and public areas within the city. These programs can help residents take ownership and foster community pride while improving the beauty and status of the environment.

Another topic identified by residents is the issue of rodents and other pests, which can lead to health problems for residents and pets and overall lessen residents' quality of life if left unchecked. Because of these concerns, the City should seek to eliminate conditions that attract rodents through preventative actions such as sealing off access to homes and businesses and removing debris, heavy vegetation, and garbage from streets and around homes and facilities. To control current and mitigate future pest problems, Caldwell can work with local environmental agencies to establish an insect and pest prevention plan.

Post Oak Savannah Water Conservation District (POSGCD)

The POSGCD was created in Milam and Burleson Counties by HB 1784, 77th Legislature in 2001. A Groundwater Management Plan was adopted in December of 2017 to aid in the District's mission of providing for conservation, preservation, protection, recharge, and prevention of waste of groundwater, and protection of groundwater users.

The District provides many programs and educational opportunities for residents and stakeholders of the POSGCD.

- Aquifer Conservancy Program (ACP)
- Rainwater Harvesting Program
- Groundwater Well Assistance Program
- "Ask Me Anything"
- "Water1der" and "30by30": Conservation and Education smartphone applications through Groundwater Guardian and the Groundwater Foundation
- Educational programs for public school students in the district broken down by grade level

Environment

Environment

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
Goal 7.1 Enhance resilience to protect the community from impacts of hazards.													
Objective 7.1.1 Coordinate with local and regional partners to implement hazard mitigation and response practices	Action 7.1.1.1 Work with the County Emergency Management Coordinator to identify Critical Infrastructure within Caldwell and surrounding communities.			X								BC-EM, CA, CPD, CSO, BC	
	Action 7.1.1.2 Coordinate with the County Emergency Management Coordinator on the socially vulnerable areas to ensure that no population is disproportionately impacted by disaster impacts, recovery, and redevelopment.		X									CC, CA, CDS, BC-EM	
	Action 7.1.1.3 Partner with the County Emergency Management Coordinator to co- host public engagement exercises to understand the gap in community preparedness and hazard mitigation assistance.			X								CA, CDS, CPD, BC-EM	
	Action 7.1.1.4 Partner with the County Emergency Management Coordinator to create a Hazard Response and Emergency Operation Plan to decrease disaster risks and impacts.			X								CA, CDS, CPD, BC-EM	
	Action 7.1.1.5 Involve community members as active participants in preparedness activities	X										CA, CDS, CPD, BC-EM	
	Action 7.1.1.6 Hold public workshops and activities to educate the public on emergency preparedness and response.			X								CA, CDS, CPD, BC-EM	
	Action 7.1.1.7 Public education and outreach with school district and other agencies on property protection and disaster preparedness.				X							CA, CDS, CPD, BC-EM, CISD	

Environment

Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
	Action 7.1.1.8 Work with property owners, within or near the floodplain, to acquire elevation certificates.	X										CA, CDS, PO, FEMA, COE	FMA, Hazard Mitigation Grant Program, SGIA
	Action 7.1.1.9 Apply for participation in FEMA's National Flood Insurance Program Community Rating System.			X								CDS, FEMA	
	Action 7.1.1.10 In participating in the CRS program, provide outreach and education to ensure property owners are aware of benefits.			X								CA, CDS, PO	
	Action 7.1.1.11 Analyze the impacts of stormwater and flood hazard by performing periodic drainage studies based on the increase in development.	X										CDS, PW	
	Action 7.1.1.12 Utilize mitigation grants to allow more protection (for example: decrease surface area of the special flood hazard areas) based on engineering recommendations.				X							CDS, P&I, ES	
	Action 7.1.1.13 Examine the feasibility for the city to participate in buyouts to acquire structures in areas that are prone to flooding, while exploring opportunities to assist in relocation efforts.				X							CA, CS, CC, CDS, FEMA, TWDB, COE	

Environment

Environment						On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding					
Goal 7.2 Preserve and restore natural stormwater systems.																	
Objective 7.2.1 Improve and maintain efficiency of stormwater runoff and drainage systems.	Action 7.2.1.1 Conduct a study on westside stormwater systems (ie, culverts, drainage infrastructure, and drainage systems) to identify items to be improved or retrofitted.		X													CE, CA, CDS, PW	CWSRF, FMA, RWAf, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program-
	Action 7.2.1.2 Conduct a study on eastside stormwater systems (ie, culverts, drainage infrastructure, and drainage systems) to identify items to be improved or retrofitted.		X													CE, CA, CDS, PW	Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Pro-
	Action 7.2.1.3 Keep a record of stormwater and drainage systems and update annually, to ensure efficiency in stormwater management.			X												CE, CA, PW	grams, RAISE, STBG
	Action 7.2.1.4 Explore retrofitting culverts and concrete drainage systems to improve the natural environment and revitalize wildlife corridors in urban areas.			X												CE, CA, CDS, PW	CWSRF, FMA, RWAf, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program-
	Action 7.2.1.5 Install bridge systems instead of culverts for stream crossings to help maintain the natural ecosystem associated with tributaries and streams within the city.				X											CE, CA, CDS, PW	Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Pro-
Objective 7.2.2 Adopt development practices that work to conserve open space for effective stormwater management.	Action 7.2.2.1 Consider low impact development design standards to improve permeability and stormwater management capacity.		X													CE, CA, CDS, PW	grams, RAISE, STBG

Environment

Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology		
	Action 7.2.2.2 Propose and promote that land in the floodway be used as park/open space, to help ensure minimal impacts to upstream and downstream properties. Action 7.2.2.3 Promote the creation of regional drainage retention ponds, to help decrease on site detention/retention requirements. Action 7.2.2.4 Ensure that any existing or newly permitted public infrastructure, facilities, and services are designed to consider current and future environmental conditions when calculating capacity.	X	X								CE, CA, CDS, PW, TWDB, FEMA	Wetlands Reserve Program, Local Parks Grants, Outdoor Recreation Grants
				X							CE, CA, CDS, PW, COE, FEMA	CWSRF, FMA, RWA, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program-Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
		X									CE, CA, CDS, PW	
Goal 7.3 Protect natural resources and environment assets												
Objective 7.3.1 Increase community connectivity to open space and expand green corridors to conserve habitats.	Action 7.3.1.1 Work with federal (EPA, Department of Interior, US Fish and Wildlife Service) and State (TCEQ, Texas Parks and Wildlife, Texas A&M AgriLife) agencies to identify environmentally sensitive areas, in and around Caldwell.			X							CE, CA, CDS, PW, EPA, TCEQ, TPWD, TAMU	
	Action 7.3.1.2 Work with Federal (US FWS) or State (Texas Parks and Wildlife) agencies to identify rare, threatened, or endangered species in the area.		X								CE, CA, CDS, PW, EPA, TCEQ, TPWD, TAMU	
	Action 7.3.1.3 Monitor adverse impacts on wildlife and domestic animal populations				X						CE, CA, CDS, PW, EPA, TCEQ, TPWD, TAMU	
	Action 7.3.1.4 Conduct a study to identify riparian greenways within the floodway to implement a Resilience and Green Infrastructure Network.		X								CE, CA, CDS, PW, EPA, TCEQ, TPWD, TAMU	

Environment

Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology		
	Action 7.3.1.5 Require greenways to connect neighborhoods with Caldwell's parks			X							CE, CA, CDS, P&R, PW, EPA, TCEQ, TPWD	Local Parks Grants, Outdoor Recreation Grants
	Action 7.3.1.6 Monitor the conversion of undeveloped tracts to ensure that habitat connectivity is maintained, such that species and ecosystem services are preserved under current and future conditions.	X									CE, CA, CDS, BC	
	Action 7.3.1.7 Explore feasibility of retrofitting buried streams to be brought back to the surface in an effort to restore riparian habitat.				X						CE, CA, CDS, PW, EPA, TCEQ, TPWD, TAMU	
	Action 7.3.1.8 Prioritize the conservation of aquatic ecosystems and wildlife habitat.			X							CE, CA, CDS, PW, P&R, EPA, TCEQ, TPWD	
	Action 7.3.1.9 Determine the feasibility and process of reclaiming the old landfill site for a potential new 90 acre regional park.		X								CE, CA, CDS, PW, P&R, EPA, TCEQ, TPWD	
Objective 7.3.2 Encourage preservation of the community's environment and work towards the conservation management of sensitive areas.	Action 7.3.2.1 Utilize conservation easements and subdivision tools to ensure the management and protection of environmentally significant areas.			X							CE, CA, CDS, PW, P&R	CWSRF, FMA, RWAFF, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG

Environment

Environment		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding	
	Action 7.3.2.2 Encourage public private partnership to help fund greenways and conservation projects for environmentally sensitive areas (e.g. wildlife habitat and greenway corridors).				X							CE, CA, CDS, PW, P&R, TPWD	CWSRF, FMA, RWAFF, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.2.3 Set up density transfer mechanisms and density bonuses within the city to guide new developments away from environmentally sensitive areas.			X								CE, CA, CDS, PW, P&R, TPWD	CWSRF, FMA, RWAFF, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.2.4 Establish development policies that require tree mitigation and preservation of specimen trees.			X								CE, CA, CDS, PW, P&R, TPWD	CWSRF, FMA, RWAFF, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.2.5 Create a land acquisition fund and utilize the Community Development Block Grant program to finance land purchases in the floodplain.				X							CE, CA, CDS, PW, P&R, FEMA, TWDB	CWSRF, FMA, RWAFF, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.2.6 Explore establishing a program for Transfer of Development Rights for properties in floodplain.				X							CE, CA, CDS, PW, P&R, FEMA, TWDB	CWSRF, FMA, RWAFF, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG

Environment

Environment		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding	
Objective 7.3.3 Improve and monitor water quality of creeks and rivers.	Action 7.3.3.1 Implement a Stormwater Pollution Prevention Plan SWPPP to reduce sediment runoff for all developments.		X									CE, CA, CDS, PW, P&R, POSGC	CWSRF, FMA, RWAf, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.3.2 Build vegetative filter strips along streams or other useful structures to reduce pollution runoff from industrial and commercial development.			X								CE, CA, CDS, PW, P&R, POSGC	CWSRF, FMA, RWAf, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.3.3 Avoiding using chemicals and fertilizer on hard surface or areas that are near tributaries and rivers.	X										CE, CA, CDS, PW, P&R, POSGC	CWSRF, FMA, RWAf, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.3.4 Encourage the city to explore using non-environmentally harmful chemicals and fertilizers.		X									CE, CA, CDS, PW, P&R, EPA, TCEQ, TPWD, POSGC	CWSRF, FMA, RWAf, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG
	Action 7.3.3.5 Perform a study to identify key recharge zones for groundwater and explore flood hazard mitigation techniques.				X							CE, CA, CDS, PW, P&R, TWDB, POSGC	CWSRF, FMA, RWAf, Rural Water & Waste Disposal Loan & Grant Program, SGIA, State Participation Program- Regional Water and Wastewater Facilities, SWIFT, DFund, Water & Environmental Programs, RAISE, STBG

Environment

Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
	Action 7.3.3.6 Work with federal (Corps of Engineers, COE) and state (TWDB) agencies to assess the condition of groundwater and waterways.				X						CE, CA, CDS, PW, P&R, TWDB, COE	
	Action 7.3.3.7 Establish the water protection plan (WPP) at the city-level.			X							CE, CA, UD, CDS, PW, P&R, TWDB, POSGC	
	Action 7.3.3.8 Monitor the Carrizo-Wilcox aquifer conditions and state legislation, to ensure minimal subsidence and groundwater depletion.				X						CE, CA, CDS, PW, P&R, TWDB, POSGC	
Objective 7.3.4 Provide educational opportunities to teach community members of all ages to preserve Caldwell's natural resources.	Action 7.3.4.1 Partner with state and county environmental groups to assist in finding grants and other funding sources for educational projects.		X								CDS, CA, CS, PW, BC, POSGC, TWDB	CO-OP
	Action 7.3.4.2 Educate and outreach to the community of the importance of water quality protection and planning.	X									CDS, CA, CS, PW, BC, POSGC, TWDB	CO-OP
	Action 7.3.4.3 Develop partnerships with Post Oak Savannah Groundwater Conservation District to promote rainwater harvesting, groundwater conservation, and water education to residents.			X							CDS, CA, CS, PW, BC, POSGC, TWDB	CO-OP

Environment

Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
	Action 7.3.4.4 Establish partnerships with local schools to establish youth engagement educational workshops on environmental awareness and preservation of natural resources for future generations.		X									CDS, CA, CS, PW, BC, POSGC, TWDB, CISD	CO-OP
	Action 7.3.4.5 Execute environmental awareness programs with volunteers and community partners to increase and promote a healthy and safe environment.			X								CDS, CA, CS, PW, BC, EPA, TCEQ	CO-OP
	Action 7.3.4.6 Educate the public on the implications of climate so they are informed stakeholders and can plan for the future accordingly.			X								CDS, CA, CS, PW, BC, EPA, TCEQ	CO-OP
	Action 7.3.4.7 Program monthly community activities for clean-up of natural and public areas within the city.	X										CDS, MSAB, P&R, CISD, CO, PO	
	Action 7.3.4.8 Eliminate conditions that attract rodents through preventative actions such as sealing off access to homes, businesses, and removing debris, heavy vegetation, and garbage.		X									CDS, C&M, CISD, PO	
	Action 7.3.4.9 Work with the local environmental agencies to create an insect and pests prevention plan.			X								CDS, P&R, TPWD, EPA, PO	

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Photo by David Watson



8

COMMUNITY FACILITIES



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OVERVIEW

Community facilities include relatively high-visibility elements such as schools, parks, utilities, and public services. These facilities not only serve current residents, but can significantly attract investments. This chapter discusses existing conditions for education, healthcare, recreation facilities, emergency and utility services, and volunteer organizations. The goals outlined in this chapter seek to improve the City’s public facilities and overall quality of life for current and future residents.

EXISTING CONDITIONS

City and County government services are located downtown at Caldwell City Hall and the Burleson County Courthouse. The Burleson County Appraisal District is also located downtown, while the Caldwell Police Department is located in the industrial park on the city’s west side. The Civic Center on State Highway 21 offers rental space for functions as well as visitor information.¹ There may be potential to strengthen a civic axis along Main St and Echols St extending to the Burleson County Courthouse.

Education

Public Schools

Caldwell Independent School District operates four public schools and an alternative education program, for a total of 1,735 students from pre-kindergarten through twelfth grade during the 2018-2019 school year.² The student to teacher ratio is 14:1, below the state average of 15:1. The district was rated within the top half of Texas school systems.³ It earned average math and English proficiency scores of 83% and 72% respectively, the score for math is 5% higher than the state average. The district’s accountability rating is “B”. The graduation rate of 95% reflects a slight increase over

Table 8.1 Caldwell Public Schools						
School Name	Students	Grades	Economically Disadvantaged	Special Education	English Learners	Rating (2017-2018)
Caldwell High School	515	9-12	50.3%	9.1%	3.3%	A
Caldwell Middle School	264	7-8	54.0%	7.9%	12.5%	B
Caldwell Intermediate School	394	4-6	49.7%	11.4%	14.2%	D
Caldwell Elementary School	562	EE-3	66.4%	10.3%	14.9%	C
Caldwell District Alternative Education Program	N/A	6-9	N/A	N/A	N/A	N/A

Data for the 2019-2020 school year unless noted. Source: Texas Education Agency (2020)
Caldwell is served by one private school, First Baptist School, offering pre-kindergarten through eighth grade.⁷

the last five school years. Compared to Texas averages, there is a higher percentage of non-Hispanic White students (at 49%), and a lower percentage of Hispanic students (at 37%).⁴

Although population growth in Caldwell is moderate by Texas standards, recent population estimates show relatively large cohorts of school-age children, while projections show a slight increase in the proportion of residents under age 18.^{5,6} Table 8.1 provides a summary of local schools.

Childcare

Three licensed daycare centers operate in Caldwell, serving infants to school-age children. Tender Loving Care and Abundantly Blessed Childcare participate in subsidized child-care programs, while Little Farm Learning Center does not. Each can accommodate 40 to 50 children.⁸

Higher Education

Although no higher education providers are located in Caldwell, the RELLIS Campus of the Texas A&M University System is located only 15 miles away. It hosts university and technical education programs, along with research facilities. The campus currently hosts two academic buildings, 25 bachelor's degree programs from 10 Texas A&M System member universities, Stephen F. Austin State University,

and Blinn College.⁹ The campus could attract up to 10,000 students and smaller numbers of researchers and service personnel by 2040, which could provide enormous economic potential for the area.¹⁰

Healthcare

Caldwell has 10 healthcare centers, including medical clinics, mental health facilities, and the Burleson St Joseph nursing homes. The main healthcare provider for Burleson County is CHI St. Joseph Health Burleson hospital, located on the west side of Caldwell. The hospital provides 25 beds and in- and outpatient care across a variety of disciplines, including podiatry, nephrology, gynecology, and cardiology.¹¹

The hospital is currently very busy, and it is difficult to schedule an appointment to be seen quickly in town. Many folks end up traveling to Bryan, College Station for check-ups and general doctor visits. To help combat this problem and increase attendance rates Caldwell ISD and Healthpoint are working to develop a healthcare program that is 100% free and available to all students enrolled and staff at CISD schools. Using this model, Healthpoint is also looking at expanding these services and opportunities to the other Burleson County School Districts, to minimize burdens on parents and students going to Bryan, College Station for general healthcare concerns.



Figure 8.2 CHI St. Joseph Health: Burleson Hospital
Photo by David Watson

Emergency Services

Police

Caldwell Police Department employs 10 officers, and one reserve officer. This department has launched a cadet program and plans to increase the program's recruitment as growth constraints require additional officers. The Burleson County Sheriff's Office serves the unincorporated areas surrounding Caldwell. Overall, crime is much lower than the national average in Caldwell, although the murder rate is somewhat higher than average.¹³ Quality of police service is a top priority for the City and ensuring that well trained and knowledgeable officers are recruited. The police department is very involved in the community and well respected by the citizens of Caldwell.

Fire

All fire services in Burleson County, mapped in Figure 8.3, operate on a volunteer basis, with the Burleson County and Caldwell Fire Departments located within the City of Caldwell. Other fire stations are located at Cooks Point (about 15 minutes northeast of Caldwell), Cade Lake (about 15 minutes west of Caldwell), Somerville, Snook, Deanville, Black Jack, and Birch Creek. The Caldwell Fire and Rescue Station has a capacity of 23 volunteer firefighters,¹⁴ while the Somerville fire station has a capacity of 29,¹⁵ and the Snook fire station has a capacity of 15.¹⁶

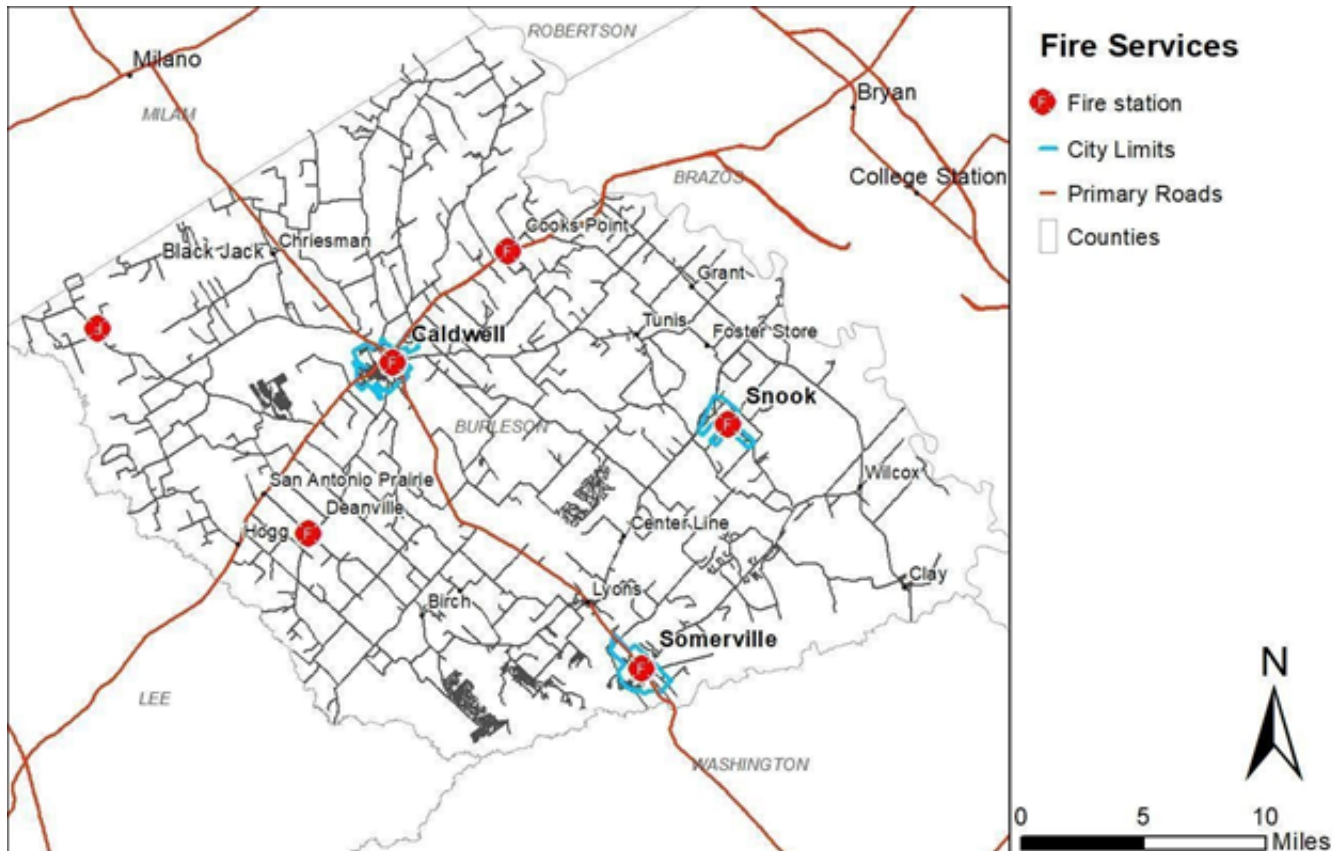


Figure 8.3 Fire Services.

Source: Adapted from FireDepartment.net (2020)

Utilities

The City of Caldwell provides electricity, sanitation, and water and wastewater services to approximately 4,000 users.¹⁷ In 2019, Caldwell's municipal water exceeded federal standards, although the Environmental Working Group reported concentrations of 11 contaminants exceeding their guidelines.¹⁸ Local water supplies are sufficient to meet projected population growth, including an increase in manufacturing water demand.¹⁹ However, proposals by I-35 corridor counties to source water from Burleson County could threaten water levels in the local Carrizo aquifer in the future. Water began flowing to San Antonio in April 2020 despite concerns on both sides – namely, among San

Antonio customers unhappy with the project's high costs, while scientists and Burleson County locals concerned about potentially unsustainable aquifer drawdowns to supply San Antonio's housing growth and attract industry. Fast-growing Williamson County, home of Round Rock and Georgetown, is also seeking to utilize local water. The Post Oak Savannah Groundwater Conservation District is entrusted with managing local water levels and has the authority to reduce supplies to outside jurisdictions if necessary.²⁰ Water and sewer service areas can be seen in Figure #.#.

Caldwell provides the electricity to the community by purchasing wholesale power

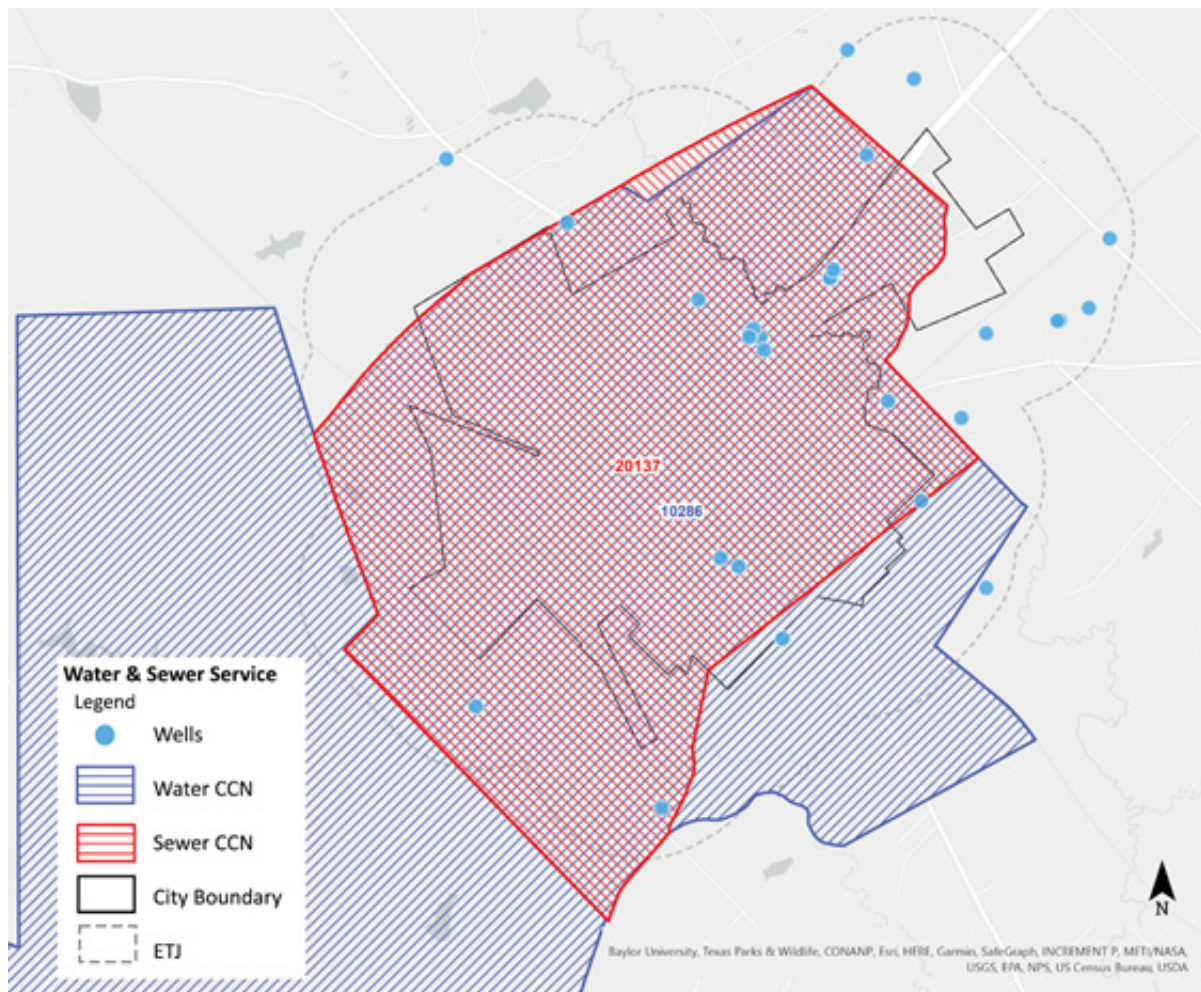


Figure #.# Water and sewer service in Caldwell
Source: Public Utility Commission of Texas (PUC)

through MISO and then distributes that power to electric customers. MISO is on the eastern grid and has reliable power options available; a concern for the City of Caldwell is the location of transmission lines coming into the City. When Hurricanes or large weather systems come across the southeast Texas and Louisiana border, the majority of time our power system loses options for redundancies. In 2008 Hurricane Ike impacted much of the Texas/Louisiana coast and in turn affected Caldwell. Power was out for approximately five days due to the damage caused in southeast Texas.

Recreational Facilities

Parks

The City of Caldwell manages 10 parks and recreation areas, covering 1.5% of the city's area, shown in Figure 8.8.²¹ The largest park, Davidson Creek Park, has amenities such as a splash pad, slide, baseball field, basketball court, horseshoe pit, volleyball court, soccer field, lake, picnic tables, fishing, swings, and walking trails. In total, there are 10 parks and recreational areas in Caldwell, shown in Figure 8.8, including Davidson Creek Park, Santa Fe Park, Freeman Park, Molly Dr. Park, Noach Field, 7th Street Park, Shaw Street Park, Woodson Park, KC Field, Copperas Hollow Country Club (not owned or maintained by the city).



Figure 8.4 Davidson Creek Park
Photo by Madeline Patton



Figure 8.5 Fishing pier at Davidson Creek Park
Photo by David Watson



Figure 8.6 Playing field at Davidson Creek Park
Photo by Eddie Millard



Figure 8.7 Playing field and pavilion Davidson Creek Park
Photo by Madeline Patton

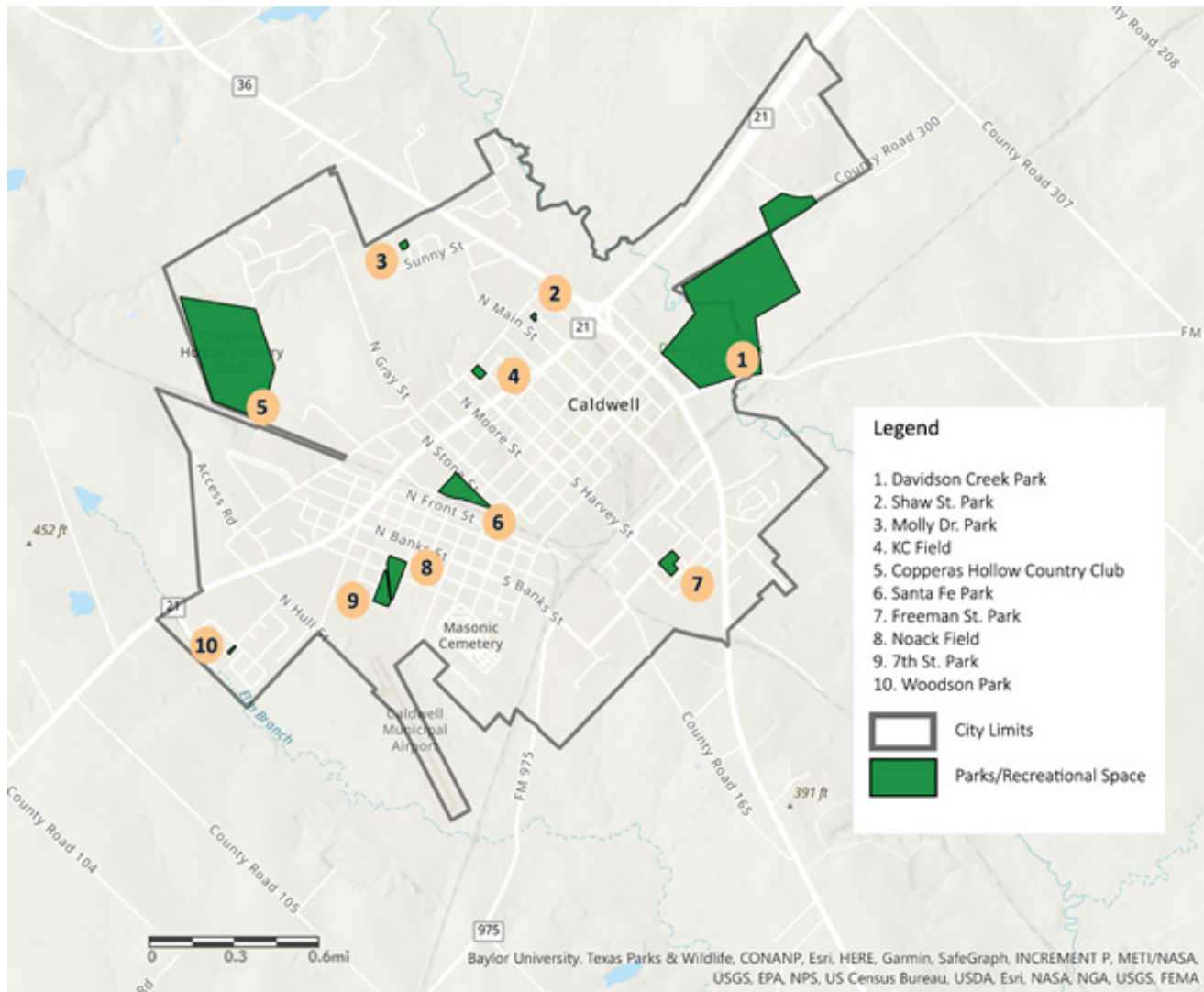


Figure 8.8 Caldwell Parks and Recreation Areas.

Source: City of Caldwell (2020)



Figure 8.9 Harrie P. Woodson Memorial Library.

Photo courtesy of the City of Caldwell

Library

Caldwell's public library, the Harrie P. Woodson Memorial Library, began as the "Women's Club Library" in 1916, which was given to the City of Caldwell in 1940. Later, the library was named after the Woodson family as an acknowledgment of their help expanding its collection.²² The library lends books and movies as well as offering fax, scanning, photocopying, and genealogy services. It sponsors storytelling and summer reading programs for children and teenagers, along with book clubs and a series of talks aimed at preparing high schoolers for adult life. Other talks addressed topics like culture, diversity, arts, health and fitness, and community involvement.²³



Figure 8.10 Burleson County Czech Heritage Museum
Photo by David Watson

Museums

The City of Caldwell has three museums showcasing the city's history, including the Caldwell Historical Museum, which is open 7 days a week and located in the Civic Center. The Burleson County Czech Heritage Museum (BCCHM) focuses on the lifestyle of local Czech settlers in the late 19th and early 20th centuries. The museum, founded in 1992, was chartered by the State of Texas in 1993 and opened the following year. The house that hosts the museum was built in the late 19th century and was donated by the family to the BCCHM in 1996. It was restored by a group of Texas A&M University students in 1997, under the direction

of Dr. David Woodcock, after being documented and surveyed. The information was sent to the Library of Congress in Washington D.C., all of which was added to the Czech Heritage of the U.S.A. The goal of this was to assure the preservation of historic American buildings.²⁴

Another historical place of interest is the Kraitchar house, built in 1891, which was occupied by the Kraichar family until 1974.²⁵ The house, built in 1891, was listed on the National Register of Historic Places in 2002 and was restored in 1982 to be used as a house museum.²⁶



Figure 8.11 Kraitchar House
Photo by David Watson

Figure 8.13 Reeves–Womack House
Photo by Madeline Patton



Historic Facilities

The history of Caldwell is preserved in and around the downtown area with several historic structures, many of which were constructed in the late 1800s and early 1900s that still stand today. One of those structures is the Reeves–Womack House, located just outside the downtown square on Fox St, which was listed in the National Register in 1993 after being bestowed a Historical Marker a decade earlier. The house was built by Caldwell native William Reeves, a local merchant, and banker, in the late 1890s. It was sold to Civil War veteran Captain Mansell Lewis Womack in 1907 and was owned by the family until 1957.²⁷

Another significant historical site is the calaboose, a “tiny jail”, located in downtown Caldwell on S. Hill St. The two-celled cement structure used to house prisoners before transporting them to a larger prison facility is now a fenced-in space with benches where residents and visitors can sit and have a quick history lesson.



Figure 8.14 Calaboose
Photo courtesy of the City of Caldwell

Volunteer Organizations

Voices for Children – Court Appointed Special Advocate (CASA) of Brazos Valley

The CASA program was first established in 1977 in Seattle, Washington by a judge who found that overworked state social workers often overlooked the welfare of children in state custody. Community volunteers were recruited to represent each case to ensure every child or set of children received undivided attention. The program was soon extended nationwide. Voices for Children, serving the Brazos Valley, was founded in 2000 and reached Burleson County in 2009.²⁸

Hospice Brazos Valley

Hospice Brazos Valley is a non-profit organization that provides hospice care across 17 Texas counties. It was founded in 1989 and participates in the independent, nationwide Community Health Accreditation Program (CHAP).²⁹ Care from nurses, aides, social workers, and physicians is available through home visits or at an inpatient facility in Bryan. The organization is funded by donations and sales from stores in Brenham and Bryan.

Bluebonnet Area Crime Stoppers

Founded in 1998, the Burleson County Crime Stoppers became Bluebonnet Area Crime Stoppers with expansion to two additional counties. The service accepts anonymous tips by phone or online, and pays rewards to tipsters.³⁰

Burleson County Wildlife Association

As mentioned in section 7.8, the Burleson County Wildlife Association is dedicated to environmental education, preserving wetlands and wildlife habitat, and managing hunting and the feral hog population.³¹

Other Initiatives

Two international service organizations are present in Caldwell – namely, the Lions Club and Rotary Club. Cops for Kids, a law enforcement service organization, is a charitable foundation that runs fundraising events to benefit vulnerable children by providing school supplies and meals for struggling families. Elizabeth Lutheran Church in Caldwell hosts a food pantry once a month.³²

Community Events

Summer Concert Series

Held on the second Saturday of June, July, and August, the Summer Concert Series hosted by the Friends of Caldwell Main Street, offers an opportunity for community members and guests of all ages to come together on the Downtown Square to enjoy an evening of live music.

Chocolate, Champagne, & Cake Walk

The Annual Chocolate, Champagne, & Cake Walk, hosted by the Friends of Caldwell Main Street, promotes the Second Saturday in February and local businesses in the Downtown Square. Participating businesses offer samples of chocolate, champagne/wine, and cake along with sales, all of which encourage residents and guests to support local businesses. Ticket prices provide participants with a commemorative champagne glass, shopping bag, and passport that gives access to samples provided by the businesses.

Kolache Festival

The Kolache Festival, held annually on the second Saturday in September, is the largest annual event in Burleson County. Hosted by the Burleson County Chamber of Commerce, the event celebrates the revitalization and preservation of the heritage, culture, and history of early Czech settlers. Attractions include an arts and crafts show, car show, music and dancing, and traditional Czech foods.

Second Saturday

As the title suggests, Second Saturday is a monthly event that hosts businesses in Downtown Caldwell as a means to promote local businesses and encourage economic activity. Business owners, artisans, and vendors pull up their pick-up trucks or set up stands around the grounds of the County Courthouse for visitors to wander around the square.

Scare-on-the-Square

Every October, residents and visitors flock to the square for a family-friendly Halloween Festival. Hosted by the Burleson Chamber of Commerce, the event includes games and activities, inflatables, a child-friendly haunted house, vendors, and Trunk-or-Treating.

Christmas-on-the-Square

On the Second Saturday of December, Main Street Caldwell transforms into a winter wonderland. Hosted by the Burleson Chamber of Commerce the festivities feature performances from a local dance studio, the Caldwell Hornet Band, and a lighted parade to close out the night.

Hunter's Wife Weekend

Every November, the Burleson County Chamber of Commerce hosts the annual Hunter's Wife Weekend in downtown Caldwell and Somerville. Activities include wine tasting, food, and shopping to kick off the holiday shopping season; transportation is provided by the event hosts to ensure safety.

COMMUNITY FEEDBACK

As Caldwell's population grows and the community implements change, public facilities must adapt. Trends such as the growth of the Texas A&M System RELLIS Campus and the widespread adoption of remote work represent potential sources of economic and population growth. However, this growth hinges on adequate communication and utility infrastructure. Other key services such as schools, healthcare, and public safety can also significantly affect growth. Community participation in planning efforts is vital to identifying opportunities and weaknesses. Local engagement can complement typical data sources by filling in gaps and "ground-truthing" other indicators. Unfortunately, as a result of the COVID-19 pandemic, engagement activities could not be conducted in person. Instead, the Social Pinpoint website and focus group interviews through the Zoom platform (which supports toll-free dialing in by phone) were used to gather resident input.

Stakeholders identified strengths in the school system's vocational education, including nursing and food service training. Healthcare and senior citizen services were noted as particularly strong given the small population of the city. Other strengths included public spaces such as Davidson Creek Park, Courthouse Square, and the Civic Center, as well as a vibrant offering of events and activities including live music and festivals.

Many respondents indicated that unreliable internet and electricity reliability were weak points for Caldwell. Some participants indicated that enforcement of garbage disposal and property maintenance codes could be improved, along with signage, street lighting, and landscaping that could attract more tourism. Other areas for improvement included mental health services, youth activities and the public

library, and sporting facilities in Davidson Creek Park, including athletic fields and potentially adding a swimming pool. Although comments about Davidson Creek Park were generally very positive, several stakeholders called for improving park access by installing a pedestrian crossing along SH 36 and improving other parks throughout the city, some of which were described as “neglected”. Disabled accessibility is another area that needs improvement.

Beyond public facilities, residents expressed a need for additional grocery and food options and identified opportunities to increase tourism, improve event marketing and communication, and encourage the development of youth activities and technical and vocational education.

Through stakeholder interviews, surveys, and online feedback generation, community members provided feedback regarding the downtown district and their vision for the future. Community members stated that they love the downtown and want to see it prioritized. Feedback included residents’ desire to see old and underutilized buildings repurposed and revitalized, more opportunities and spaces to gather with friends and family, and beautification projects such as public art and community clean-ups.

RECOMMENDATIONS



WELL-MAINTAINED AND ACCESSIBLE PARKS FOR ACTIVE AND HEALTHY LIVING OPPORTUNITIES.

To allow for and facilitate maintaining and improving community facilities, Caldwell needs to create a process for upgrades, replacements, and additions to park facilities and community facilities. First, because the City has limited staffing and personnel to facilitate these tasks, a Parks & Recreation Board needs to be established to lead and recommend parks, trails, and program improvements. To understand which parks and other facilities need upgrades, replacements, or additions, the City should conduct a survey, develop a task force committee, and host community engagement meetings to develop ideas for park improvements based on the survey results. Similarly to the transportation network, Caldwell needs to develop a parks maintenance schedule, create a plan for identified replacements, upgrades and additions, and prioritize projects based on the developed plan and immediate versus future needs and wants.

For the City to accomplish these improvements and maintenance, it is recommended that Caldwell create a 10-year Capital Improvement Plan (CIP) for parks and community facilities so that budgeting, design, and scheduling can be appropriately planned. Designs for the parks and facilities need to be based on the approved CIP and budget for the upcoming year.

The City needs to ensure that parks are well maintained and easily accessible so they can be used by residents and visitors of all ages and ability levels. To ensure that the park, greenway, and community facilities are

Homeowner Rehabilitation Assistance (HRA) Program

LOS is a metric defined by the National Recreation Park Association (NRPA) as the standard evaluation of park type and acreage across all park agencies compared to the population (per 1,000 residents). Currently, Caldwell has a total of ### acres of parks that it manages. The NRPA has established a set of parkland standards, stating that “A park system, at a minimum, should be composed of a ‘core’ system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population.”

Caldwell has about 103 acres of developed parks, so using the median acreage of 8.37 per 1,000 people, the City’s current LOS is about 24 acres per 1,000 people.

Table #.#: Caldwell Municipal Parks

Park Name	Acres
Freeman Street Park	0.73
Davidson Creek Park	96
Santa Fe Park	1.26
Woodson Park	.12
7th Street Park	1.72
Molly Street Park	0.43
Molly Drive Park	.19
Shaw Street Park	.18
Noack Field	1.72
KC Field	.87

accessible, Caldwell should establish a Level of Service (LOS) approach to provide parks and open spaces that meet the community’s needs and demands.

Park upgrades would greatly benefit the community and would provide a safe place for residents of all ages to be active and gather. Caldwell’s parks could benefit from some upgrades, including the athletic facilities in Santa Fe Park, Noack Fields, and Davidson Creek Park. Additionally, lighting and other infrastructure should be added to KC Field and the ballpark area near the industrial park, along with the park space in Copperas Hollow Country Club.

Other ways to upgrade and improve the open space and recreation areas in Davidson Creek Park would be to incorporate more self-sustaining, native vegetation to provide better shading around the park and track. The City should also incorporate wayfinding and informational signage to provide educational opportunities throughout the park. Currently, there is an underutilized Disc Golf course within Davidson Creek Park that could be a great opportunity for the City to capitalize on. To increase usage, the City should explore options and themes to redesign the course.

Local parks are an important part of any community, as they give residents and guests opportunities to be active and provide a space for community events. While Caldwell has several parks and programs to offer, the City could expand the parks system and recreational offerings to keep pace with community growth. The City should consider adding flexible park/open spaces downtown to host events and connect the Civic Center, Davidson Creek Park, and the Courthouse Square.

The City can consider developing underutilized spaces around the community, which are identified in light green on Figure #., into parks. One could be in the Copperas Hollow addition on the City property where the lift

Student Design: Davidson Creek Park Disc Golf Concept

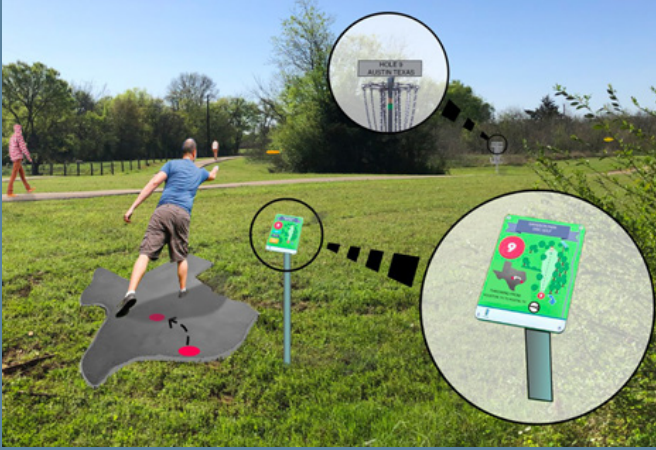


Figure #.# Disc Golf Concept
Designed by Clayton Langseth

Texas A&M University students in an Undergraduate Landscape Architecture class were tasked with creating a set of designs for Davidson Creek Park and Downtown Caldwell after visiting the city to learn about these areas and the community's needs. One group of students suggested an idea for the Disc Golf course that would make it more interactive and appealing. In the design, students propose that each hole represents a different Texas city, and as players traverse the course, they will figuratively travel around the state.

station is located. Additionally, the park/field facility at the Industrial Park, by the warehouse could be dedicated as a City Park. The City should also consider improving the Freeman Park facility and explore other potential park areas to better serve the southside of Caldwell.

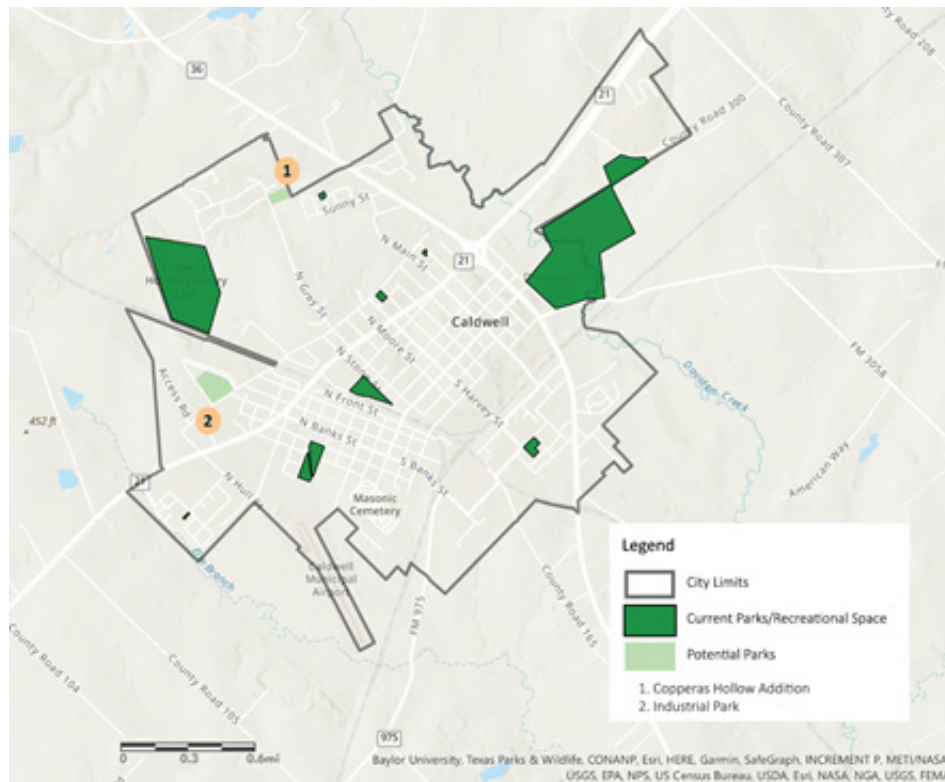
Many communities across the state are home to a Calaboose, offering a peek into the past as they encapsulate their histories. These tiny jails are an opportunity for Cities to educate the public on their histories while providing quaint park spaces. Caldwell's Calaboose and the area surrounding the old Fire Station could be dedicated as a City Park, as well.

The City should consider innovative solutions to use low-lying areas for recreation, such as skate parks, detention ponds, or splash pads. These can be an effective way to utilize Caldwell's open spaces efficiently while providing alternative

recreational opportunities.

Caldwell should also explore ways to incorporate public art and donated sculptures in parks for users to enjoy while walking or relaxing. Not only can this encourage people to use the parks, but, also, it can encourage local artists and help boost their businesses. To further support park users and improve the spaces, the City should develop a parks and trails wayfinding plan consistent with the Davidson Creek Park wayfinding signage.

Caldwell's central location provides a unique opportunity to be the host of larger regional sports tournaments and competitions. However, City would need to develop the facilities before these activities can occur. Therefore, Caldwell should perform a feasibility study for constructing a community sports complex with indoor and outdoor facilities



as well as identify a suitable area. If this is feasible, the City should work with Brenham, Bryan, and College Station to provide added or supplement regional athletic facilities. Another take on this would be to identify other sporting type facilities that are currently not in the Brazos Valley and aim to fill a missing gap. One idea is a BMX race track, as there is not one in the Bryan, College Station, or Brenham area.

GOAL

2

**STRONG PARTNERSHIPS, PROGRAMS,
AND FACILITIES TO FOSTER CIVIC
PRIDE AND ENHANCE THE QUALITY
OF LIFE.**

It is important for the City to provide inclusive programs and services to get community members involved and active, so Caldwell should focus on developing a process to identify the need for community programs and services by conducting a survey to determine the need for new community programs. Further, the City should develop a task force committee and host a community engagement meeting to develop ideas for community program improvements and additions based on the survey results. Identified programs should be prioritized and an implementation plan for improvements and development of new programs should

be created. Additionally, all programs and partnerships need to be developed based on prioritization and the budget for the upcoming year.

To encourage more community participation and provide services, Caldwell should build partnerships and programs. For example, the City can partner with CISD, local gyms, and the Boys and Girls Club of the Brazos Valley to develop programs for children such as summer camps, reading programs, and sports teams/classes. Caldwell can also capitalize on its location near the Texas A&M University RELLIS Campus and Blinn College by exploring partnerships with their various departments, as well as CISD and local employers, to strengthen technical and vocational education programs.

The City should also explore partnerships with nonprofits and government agencies and grants to increase assistance for residents with disabilities. Further, the City should continue working partnerships with the Burleson Health Resource Center and Brazos Valley MHMR to connect Caldwell residents to the various health resources provided by the programs. The City can also investigate the possibility of partnerships with the Caldwell Recreation Association and Copperas Hollow Country Club to facilitate additional programs and services for the community.

Caldwell, and Burleson County at large, have many opportunities to capitalize on the history and heritage of the area and could benefit from partnerships with the various historic preservation organizations. Caldwell should

Case Study: Historic Preservation³³

The federal government embarked on a new era of leadership in 1966 with the National Historic Preservation Act in order to preserve historic and archeological sites in the United States. The National Register of Historic Places is an official list of the nation's significant cultural resources worth preserving. This allows for rehabilitation and adaptive reuse of historic properties ,a proven economic development strategy to create jobs, attract private investment, promote environmental sustainability, generate tax revenue, and contribute to a better quality of life. Register status does not affect property ownership rights, only a measure of protection against adverse impacts from federally funded projects. In order to take advantage of these tax credits, the property must be listed or eligible for listing on the National Register.

Preservation is often encouraged by financial incentives, especially for independently-owned small businesses. In the downtown district of Maysville, Kentucky, a salon owner has been able to transform her late 19th- century commercial building. Using 20 percent federal historic preservation tax credit for commercial income portions of the building along with a 30 percent owner occupied state tax credit for the residential side of the investment. The City of Maysville is also known as a Kentucky Main Street city since 1999 which allows for 20 percent of all Kentucky History Preservation Tax Credit funds to be allocated within district boundaries.

In 2005, Kentucky Historic Preservation Tax Credit Program was created, and in just six years, it had generated approximately 200 million dollars in capital investment leveraged by \$13.5 million in state tax credits. Property owners have been able to use both state and federal historic preservation tax credits to rehabilitate and preserve historic buildings.

consider organizing regular meetings between Burleson County Historical Commission, Burleson County Historical Society, and Caldwell Main Street Board to determine ways to preserve the historic heritage and landmarks in the County.

Additionally, the City should partner with the Texas Freedom Colonies Program and Burleson County Historical Society to gather oral histories from longtime Caldwell Residents. Narrative storytelling is an important form of data for understanding public conceptions about historical events, structures, and persons. It can be used as a jumping-off point in searching for more tangible historical evidence. It also potentially builds interest and trust in the planning process to engage residents for their long-form oral histories, given that this data type demonstrates respect for community knowledge and individual expertise. Information gathered through narrative storytelling can be used for future significant National Register of Historic Places (NRHP) or other forms of historic registries.

It is important for the City to offer a variety of civic and recreational services through the improvement of its various facilities, so it is recommended that Caldwell conduct annual citizen surveys to determine the satisfaction of city services, facilities, and overall quality of life. This will help inform the City on the needs and desires of community members in order to move forward with the planning of programming and development and improvement of facilities. One way the City can encourage civic and recreational participation, and ensure would be to offer a booking system for recreational rental equipment and facilities through the Civic Center. Another opportunity for programming that the City can offer could be to establish a multipurpose community garden throughout different areas in the community to increase healthy and sustainable lifestyles. The Caldwell Public Library currently offers some programs and services to the community, but the City

should consider expanding its programs and facilities as the community continues to grow.

Downtown Caldwell is already established as a hub for social, civic, and business activities, but the City can focus on maximizing the potential of the downtown as a public gathering space. To be able to accommodate guests during large events or day-to-day activities, public restroom facilities need to be planned for and constructed. Being a Main Street City and having the Historic Downtown is a way that Caldwell can capitalize on the small-town charm. Downtown revitalization and streetscape improvements to assist with ADA compliance, and the overall aesthetic of downtown Caldwell will be beneficial to attract more business and commerce to the city core.

There are several underutilized lots around downtown that can be utilized for alternate purposes such as events, parks, or parking. The City should explore land swap opportunities with other parking areas to increase green space and establish a public area, specifically near the existing City Pavilion. The City can also consider creating a “pocket park” or “mini-park” to enhance the area under and around the pavilion to encourage its use (i.e. lighting, landscaping, etc.).

As previously mentioned, the City offers a range of community events for residents and guests of all ages and lifestyles. However, community members stated that they would like to see the City host more diverse events. Therefore, Caldwell should seek to organize more main street/downtown events such as concerts, car shows, art festivals, etc. The City can also investigate options for offering community social and recreational events such as movie or game nights and workout classes.

Communication is a key component of facilitating community events and essential information, and Caldwell has established a mass notification system. However, the City

needs to promote the system through utility bill mailouts and to new utility customers. Continued marketing and posting sent out through the notification platform will help establish rapport with the community and encourage more residents to sign up for notifications.

It is important for the City to be consistent in its messaging and branding in order to establish trust and recognizability for residents and other interested parties, so Caldwell needs to develop an internal and external communication plan to accomplish this. Additionally, the website and social media pages need to be maintained and updated regularly with relevant and up-to-date information to increase and provide transparency to the public. It is recommended that the City use the website and social media to develop an advertising and promotions plan to increase marketing and tourism for Caldwell and downtown. In addition to tourism, the City should promote the newly implemented Volunteer Program to increase participation and encourage volunteerism. To ensure this program works effectively and efficiently, Caldwell needs to provide and require appropriate training for volunteers and city employees working with children at community events.



UPGRADED AND WELL-PLANNED UTILITIES AND INFRASTRUCTURE TO SERVE COMMUNITY NEEDS.

The City is poised for future growth, so it is important to prioritize wastewater and water improvements to increase capacity for future demand. Capital improvement plans (CIP) should be revised to ensure water and wastewater facilities are sufficient for projected growth. Additionally, the City should prioritize a sewer capacity analysis to prepare to initiate engineering design for water treatment facility construction/expansion to comply with TCEQ 75% capacity requirement. Sewer lines and lift stations also need to be updated to allow for the City's future expansion and to promote new development. To ensure compliance with the TCEQ threshold requirement of 90% capacity, Caldwell needs to monitor sewer capacity to begin construction/expansion of the water treatment facility.

The City should focus on determining the feasibility of upgrading to smart meters to measure water usage more efficiently. To further improve the system of monitoring water usage, property owners can install separate water meters for their homes and irrigation systems. Water tanks, towers, and wells also need to be monitored and maintained to continue to provide high-quality water to the community. As the City expands, it will be important to ensure water is available in newly developed areas. Therefore, it is recommended that the City monitor potential growth areas to ensure line capacity is upgraded adequately to serve future developments. As new commercial development occurs, specifically in food establishments, the City should require grease traps to be installed at newly constructed food establishments to prevent greases from causing

sanitary sewer backups or overflows.

To determine current and future conditions of water and wastewater development in new developments, the City should conduct biannual capacity assessments. This will help the City understand where upgrades are needed and areas that require maintenance or expansions. To accomplish this goal, it is important that the City has the technical capacity, so Caldwell should assess professional development needs for the department in terms of safety, operations, information and technology, and training and certifications.

In addition to the City's water and wastewater system, it is vital to maintain and increase a reliable electrical infrastructure to decrease deficiencies within the electric system. The City should conduct a cost-benefit analysis to evaluate energy service/reliability options and investigate the feasibility of improvements to electrical reliability and system redundancy. When assessing the water/wastewater infrastructure, the City should also evaluate the electrical infrastructure to determine its current and future conditions in new developments.

Funding options and replacement plans for smart meters should be researched and developed to better track utility usage and loss.

Every three years, the City should conduct a pole study to create a pole replacement and maintenance schedule and establish a pole replacement program to provide new fiberglass utility poles to increase durability and decrease maintenance. Also, Caldwell should develop a plan to prioritize switching over to underground utilities in areas, such as Downtown, commercial corridors, and high volume traffic areas. It is recommended that the City assess professional development needs for the department in terms of safety, operations, information and technology, and training and certifications.

A significant percentage of residents lack reliable internet access either due to financial restraints or because services do not reach their residence. Therefore, the City should work to improve internet access and ensure quality communication services throughout the community. There are programs the City can consider applying for that will help in this area. Caldwell should apply to EPA's Cool &

Case Study: Municipal Airport Improvements

The City of Addison, Texas is home to roughly 15,500 people located North of the Dallas/ Fort Worth area in Dallas County. The City has a single runway airport that recently in July accepted an \$8 million dollar AirPort Improvement Program (AIP) grant from The Texas Department of Transportation (TxDOT) to design and construct extensions of the taxiway on the west side of the airport. The airport proposal was part of the 2016 Addison Airport Master Plan and is included in the TxDOT's Aviation Capital Improvement Program. The town is required to cover 10% of the first phase initial cost as the remaining 90% is covered by the grant.³⁴

Other funding for airport improvements could be sourced from the Federal Aviation Administration (FAA) Airport Improvement Program (AIP). This program can fund airport infrastructure projects including taxiways, runways, airport signage, lighting, and airport markings. In all, the grants are meant to help strengthen infrastructure and bring in extra funding, depending on passenger volume through the airport.³⁵

Connected Planning Assistance Program that helps communities develop strategies and an action plan for using broadband to create walkable, connected, economically vibrant main streets and small-town neighborhoods.

One way to expand publicly accessible WiFi is to establish agreements with developers to ensure new parks and civic facilities are equipped to provide it. This can not only improve the City's technological connectivity, but it could also increase the usage and safety of the various parks and facilities. Additionally, Caldwell should investigate options to improve telephone and internet services, establish an action plan to address communication gaps.

To ensure City Staff are able to implement and maintain all of the City's utilities, from water/wastewater and electrical infrastructure to broadband and telecommunications. It is recommended that the City assess professional development needs for the department in terms of safety, operations, information and technology, and training and certifications.

Community members identified the Caldwell Municipal Airport as a major asset in the City's connectivity and facilities infrastructure; however, residents mentioned that it needs improvements so it can be effectively utilized. Caldwell needs to consider ways to expand and leverage the Airport for additional service opportunities. The City should consider conducting an engineering study to determine the scope of work for airport capital improvement projects using 90/10 grants. The Caldwell Municipal Airport is relatively small, covering about 50 acres with 1 runway. If Caldwell plans to expand the Airport, the City would need to explore land acquisition opportunities to provide more land space to grow and opportunities for potential cargo air transport. Additionally, the City should develop an Airport Layout Plan (ALP) and include runway and taxiway expansion and space for additional hangars.

This facility can provide more opportunities for civic programming, so Caldwell should consider potential partnerships with businesses and CISD to develop trade and education programs that could be housed at the Airport.



TOP RATED AND HIGH QUALITY PUBLIC SAFETY AND EMERGENCY SERVICES.

To ensure current and future residents and guests can live, work, and play safely, Caldwell needs to prioritize public safety and decrease the potential of crime through increased efficiency of the Police Department. The City should promote the Caldwell Police Department Cadet program to ensure well trained and capable personnel are hired and retained. In addition to the PD's capacity among staff, effective and efficient communication is vital in ensuring safety. Thus, the City should develop efficient internal communications plans and partnerships with the County Sheriff's Department.

While a well-trained and efficient Police Department is important, officers cannot be everywhere at once, so the City should upgrade and install new security systems at the Police Department and other community facilities, as needed. This will help ensure the community's safety and security during the day as well as after hours. While the City upgrades its various security systems, it is important to establish a maintenance and replacement schedule for patrol cars, equipment, and technology to ensure the safety and efficiency of officers.

To further expand the PD's efficiency and effectiveness, Caldwell should explore grants and funding options to acquire AEDs for patrol cars and city facilities and hold semiannual CPR

Funding Source: Texas Rural Volunteer Department Assistance Program

Apply to the seeks to help fire departments with 20 or less paid employees. They help rural VFD's (Volunteer Fire Departments) in acquiring vehicles, safety equipment, proper clothing, and training. It is a cost-share program funded by the Texas State Legislature. In terms of training, they agree to pay 100% of tuition costs as long as the cost does not exceed \$645 for each individual trainee. For the supplies that are needed with training, they agree to cover 100% of training aids as long as the total does not exceed \$10,000. Those are just two of the categories this program is capable of covering.

and First Aid Training for new hires and allow officers to renew their licenses. Additionally, it is recommended that the City update the current radio system and explore providing officers with work phones to increase radio reliability outside service areas.

On average, Cities staff Police and Fire Departments based on a ratio of officers for every 1,000 residents. For FD, the ratio should be 1.5/1,000, and for PD, 3.8/1,000. Currently, there are 9 active officers and 1 reserve officer on Caldwell's police force, so based on the average ratio, Caldwell should have 15 to serve

the current population. Once the population reaches 5,000, the Caldwell PD should have 19 officers. Thus, the City should assess the need for more officers based on the current population and projected growth and create a plan for hiring more officers based on need.

There are other opportunities Caldwell can capitalize on to expand the PD's services. The City does not currently have a K-9 Unit, so it is recommended that Caldwell explore the feasibility of creating this unit and maintain proper staff and training to establish a long-term program. Additionally, Caldwell should maintain its partnership with the Burleson County Sheriff's Office to provide additional dispatch capabilities and resource officers for Caldwell ISD.

In addition to the PD, Caldwell should seek to maintain a high quality Fire Department that will increase fire safety. As previously stated, Fire Departments have an average of 1.5 full time firefighters per 1,000 residents. The Caldwell Fire and Rescue Department has 23 volunteer firefighters, but the City should explore hiring full time Department employees, such as a Fire Chief/Marshal, or explore what other communities are doing to staff their rural fire departments.

It is recommended that Caldwell establish mutual-aid agreements between the various Volunteer Fire Departments in the County. Another beneficial partnership for the Fire Department would be with the Texas A&M Engineering Extension Service (TEEX), which has a Fire Extension Program that brings high quality training directly to local fire departments.

To ensure the FD is working effectively and

Local Emergency Planning Committee (LEPC)

<https://www.tceq.texas.gov/permitting/tier2/local-emergency-planning-committee.html>

efficiently, the City needs to establish a maintenance and replacement schedule for equipment, which would also ensure the safety of firefighters and emergency responders.

As the population grows, the City and the FD will need to maintain and monitor Insurance Services Office (ISO) code requirements. These ratings calculate the capacity and how well-equipped fire departments are to protect their community. ISO ratings are determined by key areas that use the Fire Suppression Rating Schedule (FSRS):

- Emergency Communication System
- Fire Departments (personnel, capabilities, equipment, operating procedures, etc.)
- Water Supply
- Community Risk Reduction (extra credit)

Another aspect of ensuring community safety is by providing key preparedness and mitigation efforts through emergency management best practices. The City should begin by developing contingency plans for city infrastructure to increase emergency preparedness and establishing a Local Emergency Planning Committee (LEPC). Additionally, Caldwell should work with the Burleson County Emergency Management Department to develop a local hazard mitigation plan to establish and protect critical facilities in the case of flood or other hazard event. To ensure the entire City is prepared for potential danger, Caldwell should conduct annual emergency management meetings and drills. To further ensure awareness of hazard events, Caldwell should partner with Burleson County to upgrade the City's weather warning system.

It is important that the City has secure, prepared shelter options for people and animals, so Caldwell should explore and partner with local agencies (i.e. Brazos County Expo and Burleson County Fair Association) to offer emergency disaster shelter options. Caldwell should also explore a partnership with Texas Task Force 1, based in College Station and Texas Division of

Emergency Management TDEM, now based out of the RELLIS campus in Bryan. Both of these entities may be able to provide additional resources or allow the City to help during natural disaster events.

During the development and redesign of community facilities and infrastructure, Caldwell should adopt design standards to enable emergency management resources to be highly effective and other design considerations that help ensure community safety and recovery.



FOSTER AN ENVIRONMENT OF AUTHENTIC AND INCLUSIVE PUBLIC PARTICIPATION.

When the City is seeking to plan events, obtain feedback from community members, etc., it is important to actively prioritize public engagement and community programs that target historically underrepresented populations in order to ensure participation from all groups in the community. The City can accomplish this by establishing partnerships with community-based organizations to engage populations whose voices have been underrepresented in public processes because of language, mobility, age, citizenship, economic, and other barriers.

It is common for there to be ranges of participation rates throughout the various sectors of the community, such as immigrant and minority communities, youth, and younger families. To remedy this, Caldwell needs to actively provide engagement opportunities for all residents through outreach programs aimed specifically at those who have been under-represented in public processes.

The City's goals to become inclusive of all community members can be achieved by collaborating with local community-based organizations to develop and implement strategies to engage under-represented groups or populations with unique issues. By working with these established organizations that have close relationships with underrepresented residents, the City can begin to establish trust and increase participation with these communities.

The City can encourage local non-governmental leaders in underrepresented communities to participate by serving on City

Boards, Commissions, and Council, in addition to other local offices. This will provide diversity in leadership but also diversity in thought and experiences among these City organizations. Their participation in City processes can help ensure underrepresented groups are being heard and included in planning efforts and programming as they can act as a representative of these groups.

Caldwell should work to develop strategies that engage community members whose voices have not been heard or whose input has been marginalized, as well as those experiencing mobility challenges, limitations on availability due to family or work responsibilities, literacy challenges, or language barriers.

Partnerships with leaders from underrepresented groups can help the City implement programs and practices that work to build trust and create a more inclusive community. One way to educate and improve relationships with these sectors of the community can be to provide training and education on issues of equity and inclusion for City staff, Boards and Commissions, and advisory groups. When planning for this, training and education programs should include information about best practices in inclusive civic leadership.

In any engagement process, the goal should be to work toward building trust within the community. This will not happen overnight or through a single initiative or event, but, rather, it is a process that will take some time and dedication. The City should begin all outreach and engagement efforts should begin with an organizational self-assessment to identify capacity, limitations, history, and power dynamics. Additionally, during the engagement process, understand that to build trust it is sometimes necessary to assess past grievances and listen to understand old wounds and wrongs that have not been addressed.

The City should focus on creating and promoting

opportunities for people to build connections with their peers, neighbors, and the greater community by supporting intergenerational and intercultural programs, activities, and events.

Caldwell should adopt practices that foster communication and collaborative efforts between the City and all community stakeholders and implement innovative place-based solutions through collaborative problem solving to address multi-stakeholder interests and concerns. It is recommended that the City use a variety of methods and targeted meeting strategies, based on community-specific needs that may include in-person meetings or alternative meeting strategies such as telephone or virtual town halls. This will help increase participation of as many community members as possible. The goal is to increase collaboration with community stakeholders during the decision making process and work to ensure that all voices are heard and considered. During this process, it is important to identify any potential stakeholders conducting engagement to align efforts and avoid duplication of outreach.

To round out the City's goals to improve its inclusive engagement and programming plans, Caldwell should always encourage a collaborative process that brings together different perspectives and prioritizes the data-collection goals of residents and partner voices, particularly those representing marginalized populations.

Facilities & Infrastructure

Facilities & Infrastructure		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
Goal 8.1 Well-maintained and accessible parks for active and healthy living opportunities												
Objective 8.1.1 Create a process for upgrades, replacements, and additions to park facilities and community facilities.	Action 8.1.1.1 Establish a Parks & Recreation Board to lead and recommend parks, trails, and program improvements		X									CDS, STAFF, P&R
	Action 8.1.1.2 Conduct a survey to determine which parks and park facilities need upgrades, replacements, or additions based on public opinion.		X									P&R, PW
	Action 8.1.1.3 Develop a task force committee and host community engagement meetings to develop ideas for park improvements based on the results of the survey.		X									P&R, STAFF, CDS
	Action 8.1.1.4 Develop a parks maintenance schedule and create a plan for replacements, upgrades, and additions.			X								PW, CDS
	Action 8.1.1.5 Prioritize projects based on the developed plan and immediate versus future needs and wants.			X								PW, P&R, CDS
	Action 8.1.1.6 Create a 10-year CIP for parks and community facilities so that budgeting, design, and scheduling can be appropriately planned.		X									PW, P&R, CDS
	Action 8.1.1.7 Create designs based on approved CIP and budget for the upcoming year.			X								CA, ES, CDS
Objective 8.1.2 Ensure that parks are well maintained and easily accessible.	Action 8.1.2.1 Establish an LOS approach to provide measurements of equitable access to park, greenway and community facilities.		X									PW, P&R, CDS CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.2.2 Consider upgrading athletic facilities in Santa Fe, Noack Fields and Davidson Creek .			X								P&R, PW CFDLG, LPG, UPCG, CO-OP, ORG

Facilities & Infrastructure

		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.1.2.3 Add lighting and additional infrastructure to KC Field and the ball park near the industrial area.		X								P&R, PW	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.2.4 Incorporate more self-sustaining, native vegetation to provide better shading around Davidson Creek Park and track			X							P&R, PW	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.2.5 Incorporate wayfinding and informational signage to provide educational opportunities throughout the Davidson Creek Park.				X						P&R, PW	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.2.6 Redesign the Davidson Creek Disc Golf course to increase usage				X						P&R, PW	CFDLG, LPG, UPCG, CO-OP, ORG
Objective 8.1.3 Expand the parks system and recreation offerings to keep pace with community growth.	Action 8.1.3.1 Consider adding flexible park/open spaces downtown to host events and connect the Civic Center, Davidson Creek Park, and Courthouse Square				X						P&R, PW, CVC, CDS, PO	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.3.2 Develop a new park in Copperas Hollow Addition on the City property where the lift station is located.			X							P&R, PW	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.3.3 Improve the park/field facility at the Industrial Park by the warehouse, and dedicate it as a city park.			X							P&R, PW	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.3.4 Improve the Freeman Park facility and explore other potential park areas to better serve the southside of Caldwell.		X								PW, P&R, CDS	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.3.5 Dedicate the historic Calaboose and area surrounding the old Fire Station as a city park.		X								CDS, MSAB, CC	CFDLG, LPG, UPCG, CO-OP, ORG

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		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.1.3.6 Explore innovative solutions to use low lying areas for recreation like skate parks, detention ponds, splash pad, etc.				X						P&R, PW, CDS, POSGC	CFDLG, LPG, UPCG, CO-OP, ORG
	Action 8.1.3.7 Explore ways to incorporate public arts and donated sculptures in parks.			X							P&R, PW, CDS, MSAB	
	Action 8.1.3.8 Develop a parks and trails wayfinding plan consistent with the Davidson Creek Park wayfinding signage				X						P&R, PW, CDS, MSAB	LPG, RTP
	Action 8.1.3.9 Perform a feasibility study for constructing a community sports complex with indoor and outdoor facilities and identify a suitable area.			X							P&R, PW, CDS, CA	CFDLG, LPG, UPCG, CO-OP
	Action 8.1.3.10 If a sports complex facility is a feasible option, work with Brenham, Bryan, and College Station to provide added or supplement regional athletic facilities.				X						P&R, PW, CDS, CA	CFDLG, LPG, UPCG, CO-OP
Goal 8.2 Strong partnerships, programs, and facilities to foster civic pride and enhance the quality of life												
Objective 8.2.1 Develop a process to identify the need for community programs and services.	Action 8.2.1.1 Conduct a survey to determine the need for new community programs.		X								CDS, CVC, HPWL,	
	Action 8.2.1.2 Develop a task force committee and host a community engagement meeting to develop ideas for community program improvements and additions based on the results of the survey.		X								STAFF, CDS, P&R	
	Action 8.2.1.3 Prioritize projects and create a plan for implementing improvements and developing new community programs.			X							CO, CDS, CVC, HPWL	CO-OP

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Objective	Action	Timeframe				Action Type						Responsible Parties	Funding
		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
	Action 8.2.1.4 Develop programs and establish partnerships based on prioritization and budget for the upcoming year.			X								CO, CDS, CC, HPWL, CVC	CO-OP
Objective 8.2.2 Build partnerships and programs to serve the community and encourage more community participation.	Action 8.2.2.1 Partner with CISD, local gym and the Boys and Girls Club of the Brazos Valley to develop community programs for children such as summer camps, reading programs, sports teams/classes.			X								CISD, CO	
	Action 8.2.2.2 Explore partnerships with Texas A&M System RELIS Campus, Blinn College, Caldwell ISD, and local employers to strengthen vocational and technical education programs	X										Blinn, RELIS, CISD	
	Action 8.2.2.3 Explore partnerships and grants with nonprofit organizations and other government agencies to increase assistance for residents with disabilities	X										FHA, CO	
	Action 8.2.2.4 Maintain working partnerships with Burleson Health Resource Center and Brazos Valley MHMR to connect Caldwell residents to health resources provided by the program.	X										BC-HD, BV-MHMR	
	Action 8.2.2.5 Investigate the possibility of partnerships with the Caldwell Recreation Association and Copperas Hollow Country Club			X								CRA, CHCC, PO	
	Action 8.2.2.6 Organize regular meeting between Burleson County Historic Commission and Caldwell Main Street Board to determine ways to preserve the historic heritage and landmarks in the County.		X									BC-HC, MSAB	HPF, FHPT, TPRF

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		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.2.2.7 Partner with Texas Freedom Colonies Program and the Burleson County Historical Society to gather Oral Histories from long term Caldwell residents Action 8.2.2.8 Seek partnerships to bring in essential community services like day care, elderly resource, public health facilities and women support services. Action 8.2.2.9 Encourage school districts to open schools and school grounds after school hours to support community engagement and more convenient opportunities for active recreation.		X								TxFCP, BC-HS	HPF, FHPT, TPRF
											CDS, CO	
			X									
Objective 8.2.3 Offer a variety of civic and recreational services by improving City facilities.	Action 8.2.3.1 Conduct annual citizen surveys to determine the satisfaction of city services, facilities, and overall quality of life Action 8.2.3.2 Offer a booking system for recreational rental equipment and city recreational facilities through the civic center. Action 8.2.3.3 Establish a multipurpose community garden throughout different areas in the community to increase healthy and sustainable lifestyles. Action 8.2.3.4 Consider expanding library programs and facility as the community continues to grow.	X									STAFF, CDS, P&R	
				X							CVC, CDS, P&R	
					X						P&R, PW, CC, CDS, CVC	
				X							HPWL, CC, CVC	HTG, DLT, WMF, CO-OP
Objective 8.2.4 Maximize the potential of downtown as a public gathering space.	Action 8.2.4.1 Plan and construct public restroom facilities in the downtown area to maximize the potential for community events.				X						PW, UD, CDS, DHB, PO	CFDLG, LPG, UPCG, CO-OP, ORG

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Facilities & Infrastructure		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.2.4.2 Explore land swap opportunities with other parking areas to increase green space and establish a public area near the existing city pavilion. "Action 8.2.4.3 Consider a “pocket park” or “mini park” to enhance the area under and around the pavilion to encourage its use (i.e. add landscaping, lighting, etc)." Action 8.2.4.4 Organize more main street/downtown events such as concerts, car shows, art festivals, etc. Action 8.2.4.5 Investigate options for offering community social and recreational events such as movie or game nights, workout classes, etc.				X							PO, MSAB, CDS P&R, PW, MSAB, CDS, PO CFDLG, LPG, UPCG, CO-OP, ORG P&R, PW, MSAB, CC, PO P&R, CDS, CC, HPWL, CVC
Objective 8.2.5 Communicate essential information and promote community events to the public.	Action 8.2.5.1 Promote the community notification system through utility bill mail outs and new utility customers. Action 8.2.5.2 Create an internal and external communication plan to maintain consistent messaging and branding. Action 8.2.5.3 Maintain and update website and social media pages with relevant and up to date information to increase and provide transparency to the public. Action 8.2.5.4 Develop an advertising and promotions plan to increase marketing and tourism for the City of Caldwell and Downtown Caldwell. Action 8.2.5.5 Promote the the newly implemented City's Volunteer Program to encourage volunteerism.	X										UD, HR/C EM, PD, CDS, CA MC, STAFF MC, CDS, MSAB MC, CDS

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		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.2.5.6 Provide and require appropriate trainings for volunteers and city employees working with children at community events		X									CDS, CS
Goal 8.3 Upgraded and well-planned utilities and infrastructure to serve community needs												
Objective 8.3.1 Prioritize wastewater and water improvements to increase capacity for future demand.	Action 8.3.1.1 Revise capital improvement plans (CIP) to ensure water and wastewater facilities are sufficient for projected growth.	X										TWDB, CA CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.2 Prioritize sewer capacity analysis to prepare to initiate engineering design for water treatment facility construction/expansion to comply with TCEQ 75% capacity requirement.			X								TWDB, CA, ES CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.3 Prioritize updating sewer lines and lift stations to allow for the City's expansion and to promote new development.		X									TWDB, CA, ES CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.4 Monitor sewer capacity to begin construction/expansion of water treatment facility to ensure compliance with the TCEQ threshold requirement of 90% capacity.			X								TWDB, CA CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.5 Determine the feasibility of upgrading to smart meters to measure water usage more efficiently.			X								UD CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.6 Encourage property owners to install separate water meters for homes and irrigation systems.	X										UD, PO CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.7 Monitor and maintain the water tanks, towers, and wells to continue to provide high quality water to the community.			X								TWDB CWSRF, DFund, RWAf, RWWD, RWWF, WEP

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Facilities & Infrastructure		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning		
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding	
	Action 8.3.1.8 Monitor potential growth areas to ensure line capacity is upgraded adequately to serve future developments.		X									CA	CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.9 Require grease traps to be installed at newly constructed food establishments to prevent greases from causing sanitary sewer backups or overflows.		X									UD, CDS, P&I, PW	CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.10 Conduct annual and biannual capacity assessments to determine current and future conditions of water and wastewater infrastructure in new developments.	X										TWDB, ES, P&I, UD, PW	CWSRF, DFund, RWAf, RWWD, RWWF, WEP
	Action 8.3.1.11 Assess professional development need for departmental: safety; operations; information and technology; training and certifications.	X										PW	CWSRF, DFund, RWAf, RWWD, RWWF, WEP
Objective 8.3.2 Maintain and increase a reliable electrical infrastructure to decrease deficiencies within the electric system.	Action 8.3.2.1 Conduct a cost-benefit analysis to evaluate energy service/reliability options.	X	X									ES, UD	
	Action 8.3.2.2 Investigate the feasibility of improvements to electrical reliability and system redundancy			X								ES, UD	
	Action 8.3.2.3 Conduct annual and biannual capacity assessments to determine current and future conditions of electrical infrastructure in new developments.											ES, UD	
	Action 8.3.2.4 Research and determine funding options and replacement plans for smart meters to better track utility usage and loss.			X								ES, UD	

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Facilities & Infrastructure		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.3.2.5 Every three years conduct a pole study to create a pole replacement and maintenance schedule. Action 8.3.2.6 Establish a pole replacement program to provide new fiberglass utility poles to increase durability and decrease maintenance. Action 8.3.2.7 Develop a plan to prioritize switching over to underground utilities in areas, such as Downtown, commercial corridors, and high volume traffic areas. Action 8.3.2.8 Assess professional development need for departmental: safety; operations; information and technology; training and certifications.	X	X	X								ES, UD ES, UD ES, UD ES, UD
Objective 8.3.3 Improve internet accessibility and ensure quality communication services throughout the community.	Action 8.3.3.1 Apply to EPA's Cool & Connected Planning Assistance Program that helps communities develop strategies and an action plan for using broadband to create walkable, connected, economically vibrant main streets and small-town neighborhoods. Action 8.3.3.2 Establish agreements with developers to ensure new parks and civic facilities are equipped to provide publicly accessible WiFi. Action 8.3.3.3 Investigate options to improve telephone and internet services, establish an action plan to address communication gaps. Action 8.3.3.4 Assess professional development need for departmental: safety; operations; information and technology; training and certifications.	X X	 X		X							EPA, CDS CDS, DHB PW, UD STAFF, CA, CS

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		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.4.1.4 Establish a maintenance and replacement schedule for patrol cars, equipment, and technology to ensure the safety and efficiency of officers.	X									PD, STAFF	
	Action 8.4.1.5 Explore grant and funding options to acquire AEDs for patrol cars and city facilities.			X							PD, CDS,	
	Action 8.4.1.6 Hold semiannual CPR and First Aid Training for new hires and allow officers to renew their licenses				X						BC-HD	
	Action 8.4.1.7 Update the current radio system and explore providing officers with work phones to increase radio reliability outside service areas.		X								PD, CA	
	Action 8.4.1.8 Assess the need for more police officers based on current population and projected growth and create a plan for hiring more officers based on need.				X						PD, CA	
	Action 8.4.1.9 Explore the feasibility of creating a K-9 unit and maintain proper staff and training to establish a long-term program.		X								PD, CA	
	Action 8.4.1.10 Maintain partnership with the Burleson County Police Department to supply resource officers for Caldwell ISD and additional dispatch.			X							BC-PD	
Objective 8.4.2 Maintain a high quality volunteer fire rescue department that will increase fire safety.	Action 8.4.2.1 Explore hiring a full time Fire Department employee, such as Fire Chief/ Fire Marshall			X							FD	
	Action 8.4.2.2 Establish mutual-aid agreements between different Volunteer Fire Departments in the County				X						BC	

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Facilities & Infrastructure		On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Objective	Action	Timeframe				Action Type					Responsible Parties	Funding
	Action 8.4.2.3 Partner with TEEX to bring Fire extension programs that bring high quality training to fire departments directly.		X									FD, TEEX
	Action 8.4.2.4 Establish a maintenance and replacement schedule for equipment to ensure the safety of firefighters and emergency responders			X								FD, STAFF
	Action 8.4.2.5 Maintain and monitor ISO code requirements as growth occurs.				X							FD
Objective 8.4.3 Provide key preparedness and mitigation efforts through emergency management best practices.	Action 8.4.3.1 Develop contingency plans for city infrastructure to increase emergency preparedness.		X									FD, UD, EM
	Action 8.4.3.2 Establish a Local Emergency Planning Committee (LEPC).			X								EM
	Action 8.4.3.3 Develop a risk and crisis communication plan to communicate essential information to the public .		X									EM
	Action 8.4.3.4 Work with the County Emergency Management department to develop a hazard mitigation plan, to establish critical facilities.		X									CEMC
	Action 8.4.3.5 Conduct annual emergency management meetings and drills.	X										STAFF, FEMA
	Action 8.4.3.6 Partner with Burleson County to upgrade the City's weather warning system.			X								BC, EM
	Action 8.4.3.7 Explore and partner with local agencies (i.e, Brazos County Expo and Burleson County Fair Association) to offer emergency disaster shelter options for people and animals.			X								BC, EM

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			On-Going	Short-Term	Mid-Term	Long-Term	Capital Project	Program	Regulation or Standard	Partnership or Collaboration	Communication/Technology	More Targeted Planning	
Facilities & Infrastructure													
Objective	Action	Timeframe	Action Type									Responsible Parties	Funding
	Action 8.5.1.5 Develop strategies that engage community members whose voices have not been heard or whose input has been marginalized, as well as those experiencing mobility challenges, limitations on availability due to family or work responsibilities, literacy challenges, or language barriers				X								CDS, MC
Objective 8.5.2 Implement programs and practices that work to build trust and create a more inclusive community.	Action 8.5.2.1 Provide training and education on issues of equity and inclusion for City staff, Boards and Commissions, and advisory groups. This should include information about best practices in inclusive civic leadership. Action 8.5.2.2 Engagement should work to build trust within the community and should be viewed as a process rather than a single initiative or event Action 8.5.2.3 Outreach and engagement efforts should begin with an organizational self-assessment to identify capacity, limitations, history, and power dynamics. Action 8.5.2.4 During the engagement process, understand that to build trust it is sometimes necessary to assess past grievances and listen to understand old wounds and wrongs that have not been addressed. Action 8.5.2.5 Promote opportunities for people to build connections with their peers, neighbors, and the greater community by supporting intergenerational and intercultural programs, activities, and events.	X	X										STAFF, MSAB STAFF, MSAB, MC STAFF, CDS, MC STAFF, CDS STAFF, CDS, MC

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