



# SHERMAN TOMORROW: PLANNING FOR OUR FUTURE

2022 COMPREHENSIVE PLAN

ADOPTED OCTOBER 17, 2022



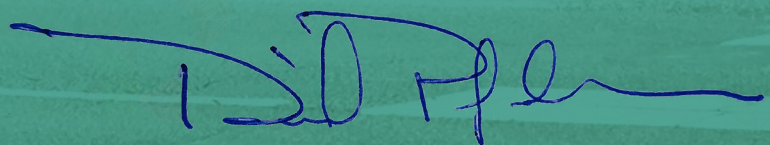
# Welcome Statement

*On behalf of the City of Sherman, we are proud to bring you the 2022 Comprehensive Plan, titled “Sherman Tomorrow: Planning For Our Future.” Since our last Comprehensive Plan was completed in 2009, the City of Sherman has experienced an influx of growth and development as Texans and non-Texans alike have realized what a fantastic location Sherman is to live, work, and raise a family. With the changes coming to Sherman - notably the \$30 Billion expansion at Texas Instruments - this is the perfect time to plan for future development.*

*This plan was developed through a grassroots initiative led by the Comprehensive Plan Advisory Committee, including an open house to kick-off the public outreach and a community survey that collected more than 1,600 responses. The community’s vision reflected in this plan prescribes actions that will ensure economic strength and quality development while maintaining the “small-town” character of our one-of-a-kind community.*

*Our Comprehensive Plan provides a roadmap that will guide future growth and development for the next 10 years and beyond. We look forward to creating and developing the very best city possible, and we hope this plan accurately captures and reflects the community’s aspirations for the future growth and development of the City of Sherman.*

*Sincerely,*

A handwritten signature in blue ink, appearing to read "D. Plyler", written over a green translucent background.

*David Plyler, Mayor*





## Table of Contents

### PART 1 | VISION AND GOALS

|                                  |   |
|----------------------------------|---|
| Plan Elements.....               | 2 |
| Past Planning Efforts .....      | 4 |
| Vision for Sherman Tomorrow..... | 6 |
| Comprehensive Plan Goals.....    | 7 |

### PART 2 | COMMUNITY CONTEXT

|                         |    |
|-------------------------|----|
| Welcome to Sherman..... | 10 |
| Regional Context.....   | 12 |
| Planning Area.....      | 14 |
| Community Snapshot..... | 16 |

### PART 3 | COMMUNITY ENGAGEMENT

|                                   |    |
|-----------------------------------|----|
| Community Engagement Summary..... | 20 |
|-----------------------------------|----|

### PART 4 | GUIDING THE FUTURE

|                                       |    |
|---------------------------------------|----|
| Framework for the Future.....         | 26 |
| Goal 1   Housing & Neighborhoods..... | 28 |
| Goal 2   Land Use & Design.....       | 30 |
| Goal 3   Mobility.....                | 36 |
| Goal 4   Livability .....             | 40 |

### PART 5 | IMPLEMENTATION

|                                 |    |
|---------------------------------|----|
| Plan Implementation.....        | 44 |
| Implementation Action Plan..... | 47 |

#### MAPS

|                                 |    |
|---------------------------------|----|
| Map 2.1 Regional Context.....   | 12 |
| Map 2.2 Planning Area .....     | 15 |
| Map 4.1 Future Land Use .....   | 31 |
| Map 4.2 Thoroughfare Plan ..... | 37 |

#### FIGURES

|                                                     |    |
|-----------------------------------------------------|----|
| Figure 2.1 Historical Timeline.....                 | 11 |
| Figure 3.1 Plan Timeline.....                       | 20 |
| Figure 4.1 Comprehensive Plan Focus Areas.....      | 27 |
| Figure 4.2 Elements of a Complete Neighborhood..... | 29 |
| Figure 4.3 Conservation Subdivision.....            | 29 |
| Figure 5.1 Plan Relationship to Other Areas.....    | 45 |

#### TABLES

|                                            |    |
|--------------------------------------------|----|
| Table 5.1 Implementation Action Table..... | 48 |
|--------------------------------------------|----|



## ACKNOWLEDGMENTS

The Sherman Comprehensive Plan was developed by the City of Sherman with the technical support and design assistance of Halff Associates, Inc. A special thanks goes to the countless community members, property owners, staff members and community leaders for their insight and support during the duration of this study. The following individuals are recognized for their substantial contributions towards the creation of the 2022 Sherman Comprehensive Plan.

### MAYOR AND CITY COUNCIL

David Plyler, Mayor  
Pamela L. Howeth, Deputy Mayor  
Daron Holland, Council Member  
Shawn Teamann, Council Member  
Josh Stevenson, Council Member  
Juston Dobbs, Council Member  
Henry Marroquin, Council Member

### KEY CITY STAFF

Robby Hefton, CPM, City Manager  
Terrence Steele, CPM, Assistant City Manager  
Clint Philpott, PE, Assistant City Manager  
Zach Flores, Executive Director of Public Safety  
Rob Rae, AICP, Director of Development Services  
Theresa Hutchinson, Parks and Recreation Manager  
Kerri Turner, Development Services Coordinator

### PLANNING AND ZONING COMMISSION

Clay Mahone, Chairman  
David Downtain, Vice-chairman  
Shawn Davis  
Leigh Ann Sims  
Paul Manley  
Glenn Whitaker  
Bryan Blagg

### PLAN ADVISORY COMMITTEE

Al Hambrick, Committee Chair  
David Baca  
Brantley Blackburn  
Jason Brumm  
Nathan Cain  
Edwin Clark  
Veronica Ezell  
Pamela L. Howeth  
Michael Kelly  
Paul Manley  
Roxanne Marroquin  
Robin Phillips  
Leigh Ann Sims  
Josh Stevenson  
Gail Utter  
Wendy Vellotti

### HALFF ASSOCIATES, INC.

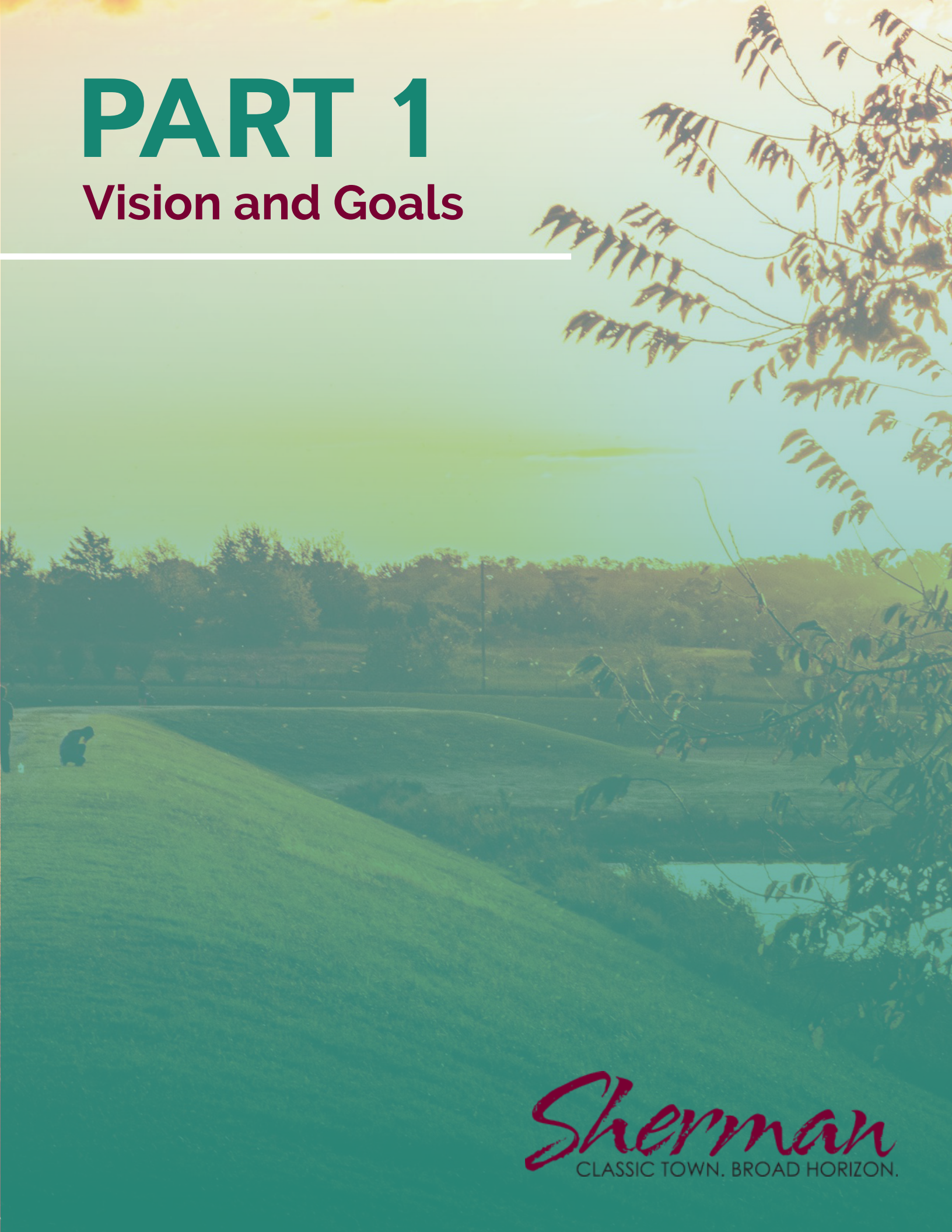
Chelsea Irby, AICP  
Jordan Maddox, AICP  
Nathlie Booth, AICP  
Julian Salas-Porras  
Jill Amezcua, PLA, ASLA  
Whitney Linder

A special thanks to SEDCO and 2x2 Media for providing high quality photography.



# PART 1

## Vision and Goals



*Sherman*  
CLASSIC TOWN. BROAD HORIZON.



# Plan Elements

The Sherman Comprehensive Plan is organized into five Parts, as shown below.

1

## VISION & GOALS

The heart and soul of this plan is the vision for Sherman crafted by the community. The vision for the comprehensive plan is shaped by the goals for the future and creates a clear path for Sherman's growth and development.

2

## COMMUNITY CONTEXT

This section sets the stage for the planning process and examines characteristics of the community today. Includes historical and current development patterns and growth trends, demographics, and future population projections.

3

## COMMUNITY ENGAGEMENT

This section summarizes the results from a purposeful public engagement process. The process was created to allow citizens to communicate and validate key issues facing the City and discuss opportunities for the future. The input gathered through this process informed the vision, strategies, and actions for the plan.

4

## GUIDING THE FUTURE

The bulk of the plan is found in strategic recommendations for the future. In this section, the document details recommendations that create a blueprint for future growth and change. Grouped into goals, these recommendations weave existing and future efforts into an integrated plan for implementing the vision.

5

## IMPLEMENTATION

The final section of this plan addresses how the community will work toward progress and fulfillment of the vision. This component outlines an Implementation Action Plan, and describes how the document will be administered, maintained, and updated moving forward.





## WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is a long-range planning document that guides the growth of a city over time. It serves as a blueprint to guide future development and redevelopment in a community, based on an established framework. It considers existing and future needs and determines actions that the community should pursue to realize the overall vision. Once adopted, city staff and decision-makers use the Comprehensive Plan as a guide for community development. It does not replace zoning regulations, budgets, capital improvement programs, or any other regulatory documents.

## HOW WILL THIS PLAN BE USED?

The Sherman Comprehensive Plan is a tool to guide decisions made by staff, City Council, and the community. When new development proposals are submitted to the City, these groups will use the policy framework established in this plan to determine whether the proposal fits with the community-driven vision.

**Part 5, Implementation** contains a table with all of the action initiatives, which are a synthesis of community desires, City government actions, partnerships and leadership roles, studies and expenditures. These actions are to be used for directives and decision making by City staff as well as policy and decision-making by Sherman's elected and appointed officials. The document is flexible and can be amended over time as circumstances warrant. Overall, this comprehensive plan provides a guide for growth and development decisions to ensure that the Sherman of the future maintains aspects of the "small town feel" and is a thriving community.

## WHY PLAN NOW?

Sherman is a rapidly-growing community where exciting things are happening. This is a pivotal time in Sherman's history; the City is on the precipice of change and growth with large, new industries coming. In May 2022, Texas Instruments broke ground on a \$30 billion silicon chip factory in southern Sherman. This factory is estimated to create around 3,000 new jobs and once completed, the 4.7 million-square-foot plant will be the largest electronics production facility in Texas. By starting now, this plan will help to better set up Sherman to keep pace with growth and increased demand for services and housing.



## Past Planning Efforts

Sherman has a long history of engaging in planning initiatives, dating back to its first master plan developed in 1920 by George Kessler. Throughout the years, Sherman has conducted comprehensive plans as well as special studies and plans for targeted needs. The predecessor to this plan was adopted on July 20, 2009. That plan was an update to a previous comprehensive plan, which was completed in 1998. The following planning initiatives are relevant and applicable planning efforts that have taken place prior to this planning effort.

### 2009 SHERMAN COMPREHENSIVE PLAN

In 2009, the City of Sherman updated its comprehensive plan to reflect current trends, forecasts, and community needs. The plan summarized conditions in 2009 and addressed the following elements: urban design and land use; growth management and capacity; transportation; conservation and environmental resources; parks, recreation, and open space; housing and neighborhoods; community facilities and cultural services and, economic development.

### 2017 SHERMAN PARKS, RECREATION, AND OPEN SPACE MASTER PLAN

The 2017 Sherman Parks, Recreation, and Open Space Master Plan was an update to the City's previous plan which was prepared in 2005. The plan summarized existing park conditions in 2017, established maintenance standards, projected needs based on standards and local demand, and created a 10-year action priority list based of those recommendations.

### 2002 SHERMAN STORM DRAINAGE DESIGN MANUAL

This Storm Drainage Design Manual provides straightforward guidelines for safely designing drainage facilities in the City of Sherman, as well as a step-by-step checklist of required submittals. This clear communication of standards and expectations will facilitate the development process. Sherman wanted to work with the development community toward important shared goals: clear expectations, smooth processes, and successful development projects.

### 2040 SHERMAN THOROUGHFARE PLAN UPDATE

In 2016, the City of Sherman updated the Thoroughfare Plan which was a part of the 2009 Comprehensive Plan. The purpose of this plan was to identify and address key transportation issues and make recommendations to help improve mobility and accommodate anticipated growth. In addition, the Thoroughfare Plan also maps proposed bike routes and shared use trails.









# Vision for Sherman Tomorrow

Sherman is on the precipice of unprecedented growth and the community is eager to build on recent successes towards a thriving future. With the changes coming to Sherman, and Texas as a whole, this is the perfect time to plan for future development. Uncoordinated growth can lead to development without identity that fits to the character of Sherman and will have far-reaching, undesirable consequences. The community's vision for the future calls for action that will ensure economic strength, quality development, and maintaining the “small-town” character of the community.

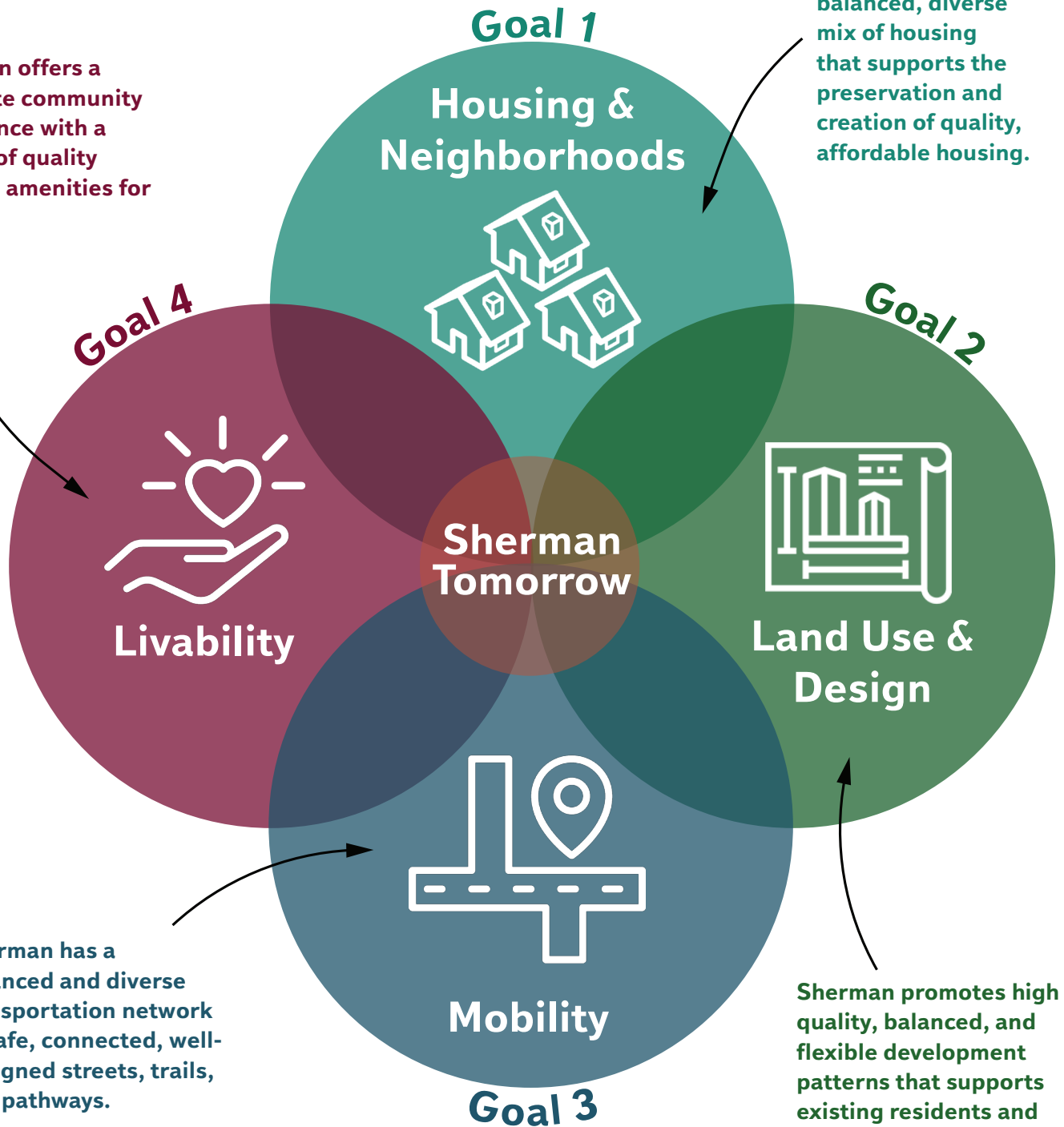
The Sherman Comprehensive Plan provides a vision that will guide future growth and development for the next 10 years and beyond. The community's vision for the future is embodied in the goal statements used to guide this plan. Each goal statement is written as a vision for the four focus areas of this plan and collectively are intended to lead Sherman in capitalizing on the exciting changes that are coming.



# Comprehensive Plan Goals

Sherman offers a complete community experience with a variety of quality lifestyle amenities for all.

Sherman builds long-term neighborhood integrity with a balanced, diverse mix of housing that supports the preservation and creation of quality, affordable housing.



Sherman has a balanced and diverse transportation network of safe, connected, well-designed streets, trails, and pathways.

Sherman promotes high quality, balanced, and flexible development patterns that supports existing residents and manages future growth in a fiscally sustainable manner.



*Page left intentionally blank*



# PART 2

## Community Context

---



*Sherman*  
CLASSIC TOWN. BROAD HORIZON.



# Welcome to Sherman!

Throughout its history, Sherman has managed to cultivate and maintain a quality of living and community identity that has contributed to Sherman's attractiveness to new businesses and residents.

Designated as the county seat on March 17, 1846, the town was named for General Sidney Sherman, a hero of the Texas Revolution and one of the state's earliest railroad promoters. Detailed in the book *Grayson County*, by the 1880s Sherman had become "a thoroughly stable community and had pretty well lost all traces of the rawness of the frontier." A public school system was established in 1883, and, along with Austin College, the North Texas Female College, and Mary Nash College, provided Sherman with a wealth of higher education institutions.

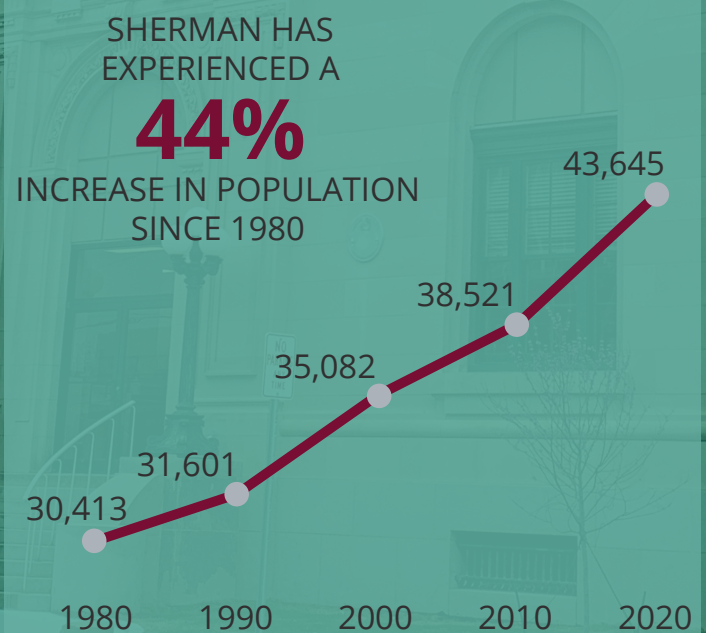
Sherman has experienced continued growth since the 1930's ranging from a 4 to 24 percent population increase each decade. During the 1950s and 1960s, the city saw a surge in industrial growth. Plants that located in Sherman during that period include IBM, Johnson and Johnson, and Texas Instruments. By 1970 Sherman was home to about 40 manufacturing plants which provided jobs and stability to the community.

Once known as the "Athens of Texas" for its numerous institutions of higher learning, some people are now saying Sherman is the "Silicon Valley of Texas" due to the announcement of multiple silicon chip factories expected to bring over 4,500 new jobs to the city.

Sherman's established history as an employment hub combined with the City's proximity to the Dallas-Fort Worth Metroplex and excellent infrastructure indicates that it will continue to grow.



Historic Downtown Sherman, Texas. Circa early 1900's  
Source: City of Sherman

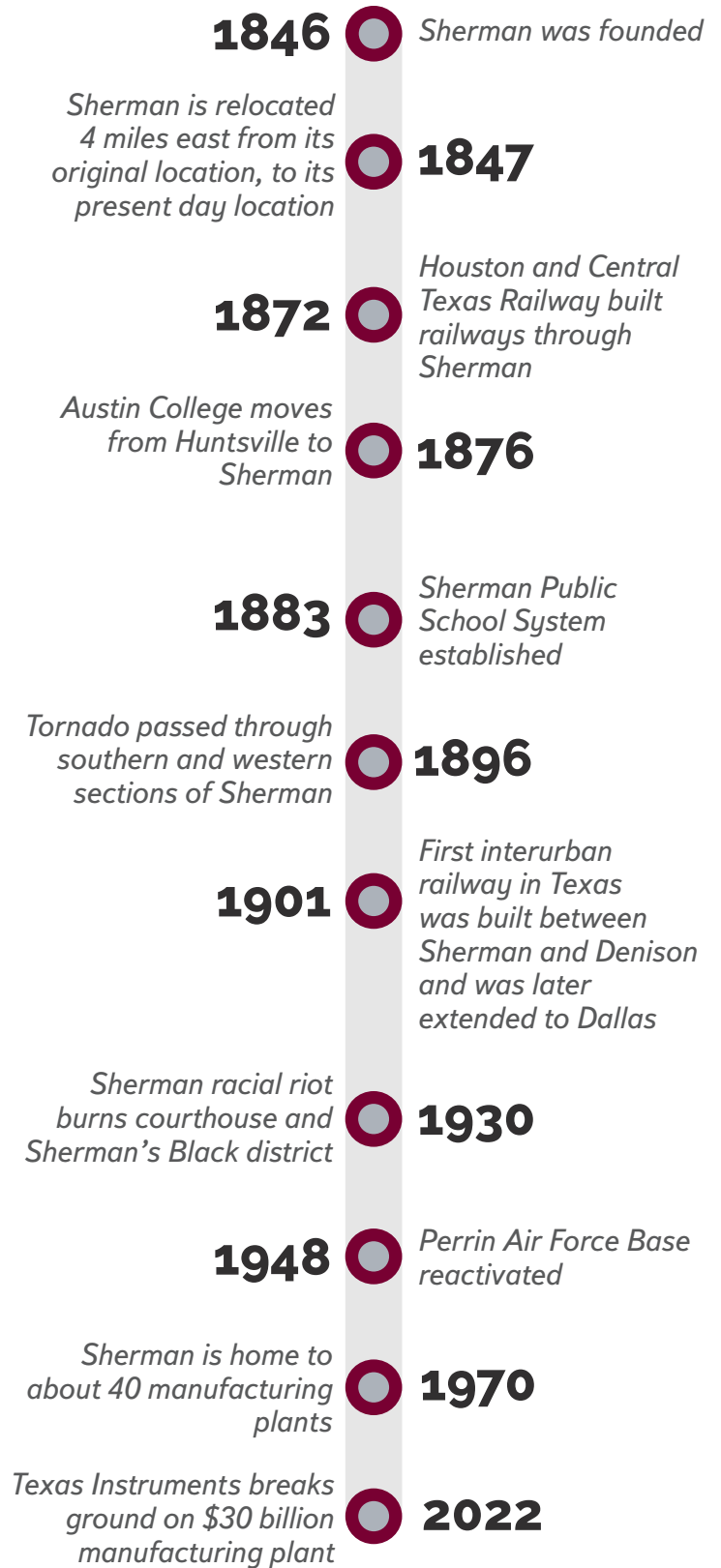


Source: U.S. Census Historical Population Data





**FIGURE 2.1 HISTORICAL TIMELINE**





## Regional Context

The City of Sherman is located in the northern Blackland Prairie ecoregion of Texas on the edge of the North Central Plains and Coastal Plains of Texas. Shown in Map 2.1, *Regional Context* to the right, the City is located between the Oklahoma border (Red River) and the Dallas-Fort Worth (DFW) Metroplex along the US Highway 75 (US-75) corridor. From a larger regional context, Sherman is located between the urban areas of DFW (70 miles to the south) and Oklahoma City (180 miles to the north).

Sherman is also part of the Texoma region which is defined as the area on either side of the Texas and Oklahoma border along the Red River valley, in particular the eight counties around Lake Texoma. Much of the population is concentrated in the Sherman–Denison Metropolitan Statistical Area. Sherman is also 10 miles south of Lake Texoma, one of the largest reservoirs in the State of Texas and is well-known for its champion bass fishing, sailing, camping and hiking.

Sherman's regional proximity to urban areas, the availability of undeveloped land, and the ease of access to roadways like US-75, US-82, and US-69 (30 miles west) are positioning the community for continued growth.

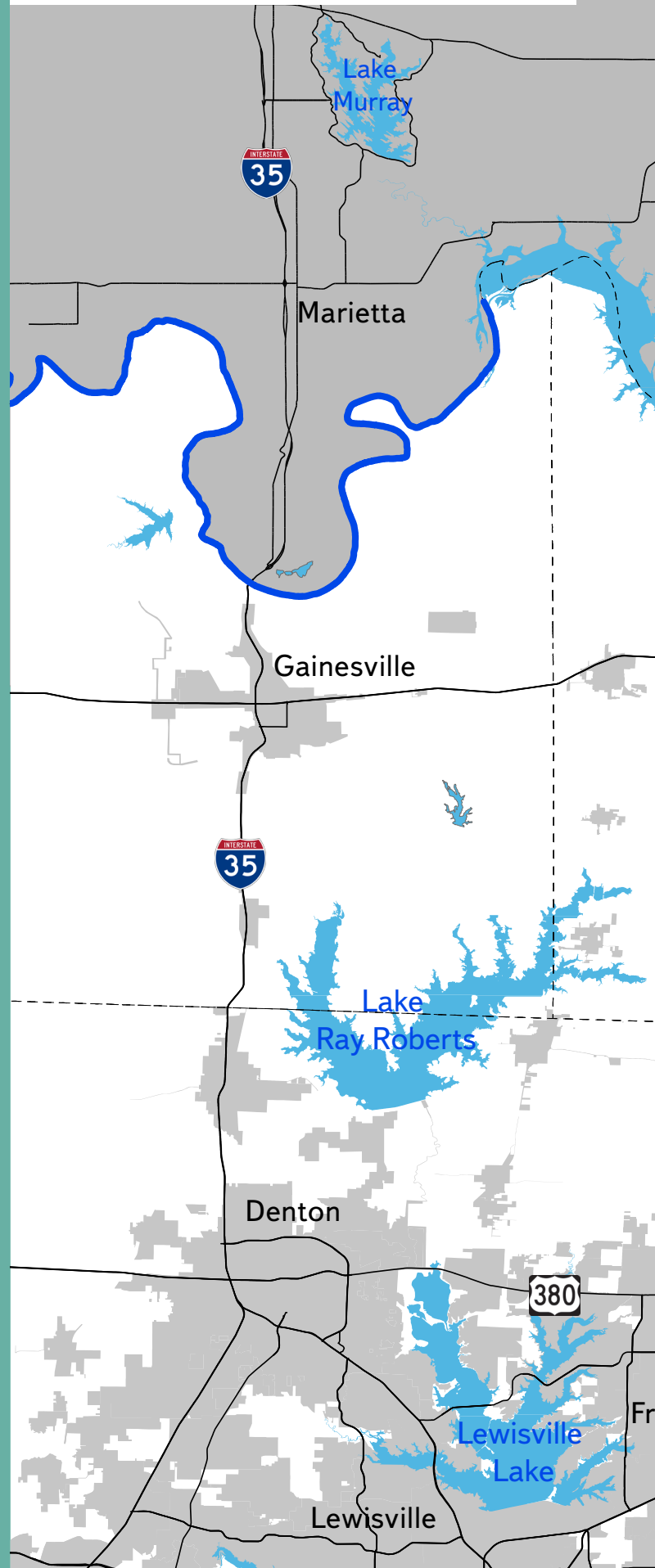
**43,645**  
*people in Sherman (2020)*

**70**  
*miles from Dallas-Ft. Worth*

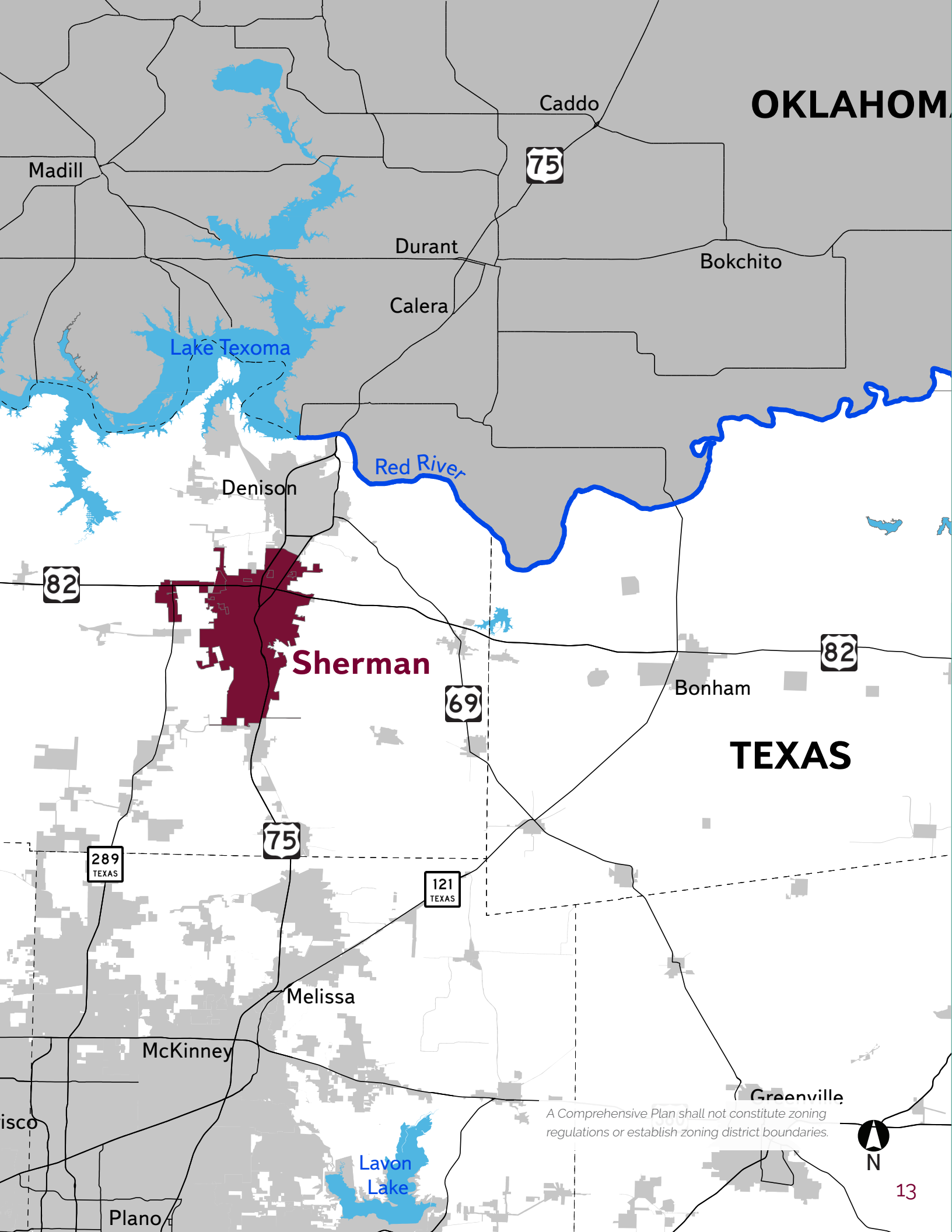
**21**  
*Average travel time  
to work (in minutes)*

Source: U.S. Census Bureau, 2020 American Community Survey 5-Year Estimate

**MAP 2.1 REGIONAL CONTEXT**







OKLAHOMA

Caddo

Madill

75

Durant

Bokchito

Calera

Lake Texoma

Red River

Denison

82

Sherman

69

82

Bonham

TEXAS

75

289  
TEXAS

121  
TEXAS

Melissa

McKinney

Greenville

isco

Plano

Lavon  
Lake

A Comprehensive Plan shall not constitute zoning regulations or establish zoning district boundaries.





# Planning Area

The planning area for the Sherman Comprehensive Plan is shown in **Map 2.2, Planning Area** and is 63 square miles. The planning area is the incorporated area of the City of Sherman (the city limits), as well as the extraterritorial jurisdiction (ETJ).

## CITY LIMITS

The Sherman city limits are approximately 47 square miles. The boundaries of the city limits change as voluntary annexations occur. The city limits is the area where Sherman has the ability to enforce the power given to Home Rule municipalities by the State of Texas. Within the city limits, Sherman provides water and wastewater, enacts zoning, subdivision and building regulations, and provides police and fire services.

## ETJ

The ETJ is the area 2 miles out from the city limits. This is the area that could be annexed by the City. As the city limits expands, the ETJ also expands in proportion. The ETJ boundary also expands when certain population thresholds are reached, in accordance with Texas state statutes. In the ETJ, the City has the ability to enforce subdivision regulations. When the population of Sherman reaches 50,000, the ETJ boundary will extend to 3.5 miles.

## COMMUNITY SNAPSHOT

Pages 16 and 17 present a brief overview of demographics and trends in Sherman from 2020, which is the most recent US Census data available during the development of this plan.

## POPULATION PROJECTIONS



*New housing development in Sherman*

According to the US Census, between 2010 to 2020, Sherman had an average growth rate of 13 percent. Based on the regional conditions and the planned developments in Sherman, it is highly likely that this growth rate will continue or increase in the near future.

On page 16 the population projections graph illustrates four different projections for Sherman’s population growth. The orange “Development Pipeline” estimate was based off planned residential developments coming to Sherman, factoring in vacancy rates and average household size. The maroon “TWDB” estimate is derived from the population projections from the Texas Water Development Board for the City of Sherman. The final blue and green estimates are based off the historic trend of Sherman representing a consistent 30% of Grayson County’s population. This percentage was used to extrapolate future Sherman populations based off the TWDB and Texas Demographic Center (TDC) population projections for Grayson County.

## GROWTH AND DEVELOPMENT CONSTRAINTS

### ENTITLED PROPERTY

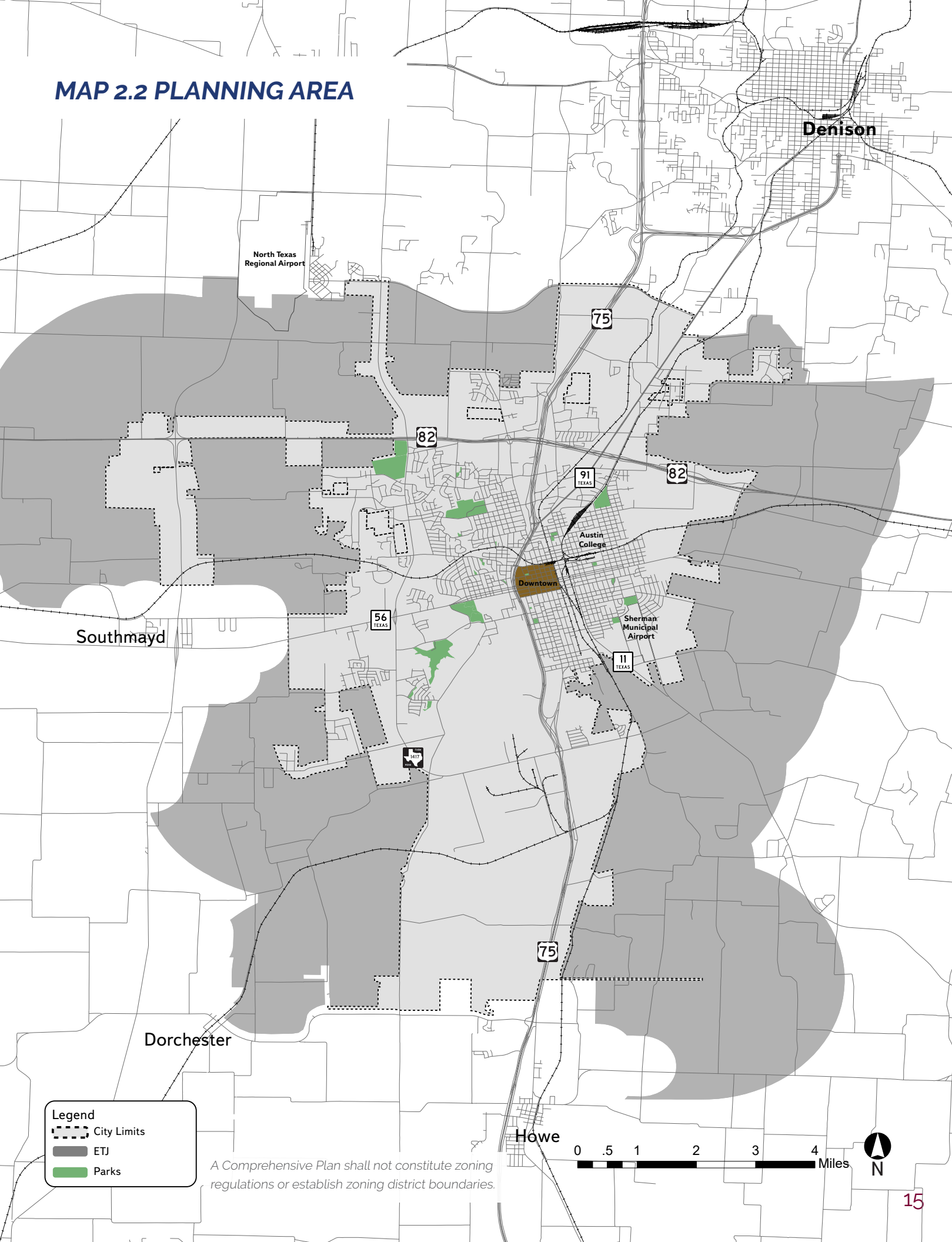
As of the date of this plan, there are approximately 20,000 planned residential lots in the Sherman planning area. Overall, with these types of numbers, this means that Sherman is on the verge of rapid growth. Generally, these lots are subject to regulations that were adopted prior to the development of this plan. However, the development constraint occurs when these properties, which are scattered throughout the planning area, begin to develop and are not in conformance with this plan’s vision. It is critical that these developments are woven into the land use pattern as the areas around them begin to develop.

### SURROUNDING MUNICIPALITIES

The surrounding municipalities of City of Howe (to the south) and City of Denison (to the north) create growth constraints. Southmayd and Dorchester are on the west and provide a barrier to growth to the southwest of Sherman. The city limits of these communities about Sherman’s city limits to the north, south, and southwest. This means that the city limits of Sherman will not expand north and south along US-75, except to fill in gaps, and will likely not expand west.



## MAP 2.2 PLANNING AREA





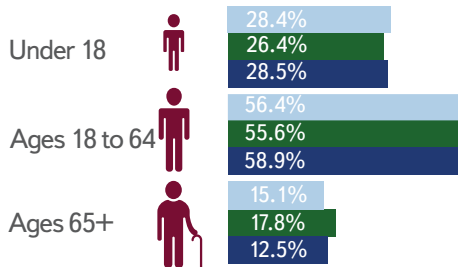
# Community Snapshot

## Overall Population (2020)

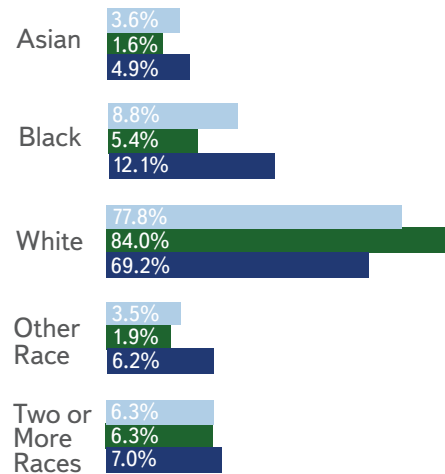


City of Sherman  
43,645  
Grayson County  
135,543  
Texas  
29,145,505

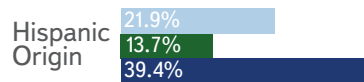
## Population by Age (2020)



## Race (2020)



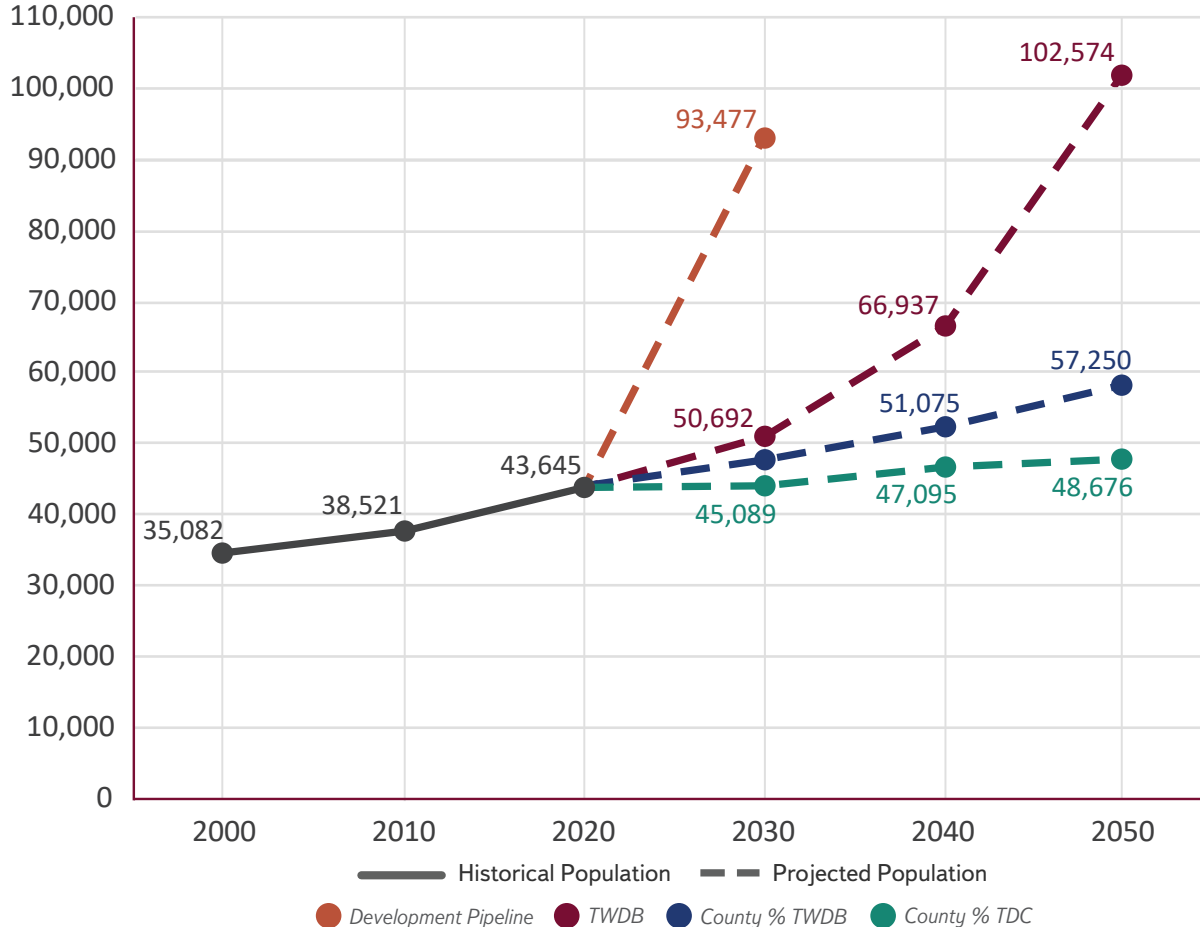
## Ethnicity (2020)



City of Sherman Grayson County Texas

## Population Projections

(see page 14 for a description of the population projection methods used.)





## Median Home Value



City of Sherman  
\$131,300  
Grayson County  
\$152,400  
Texas  
\$187,200

## Median Household Income



City of Sherman  
\$50,627  
Grayson County  
\$58,296  
Texas  
\$63,826

## Average Household Size



City of Sherman  
2.87  
Grayson County  
2.73  
Texas  
2.98

## Employment Rate



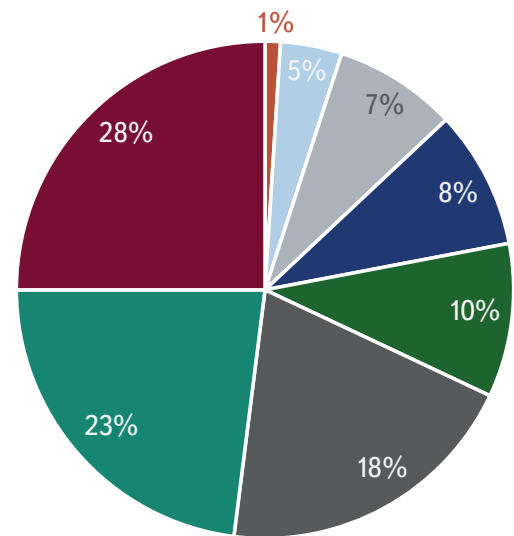
City of Sherman  
60.8%  
Grayson County  
59.5%  
Texas  
61.0%

## Families Below The Poverty Line



City of Sherman  
12.1%  
Grayson County  
8.6%  
Texas  
10.9%

## Sherman Industries



- Education, health care, social assistance & public admin.
- Finance, insurance, real estate & rental/leasing
- Entertainment, recreation, accommodation & food services
- Other services
- Retail trade, wholesale trade, transportation & warehousing
- Construction & manufacturing
- Scientific, management, administrative & information
- Agriculture, forestry, fishing, hunting

## Educational Attainment



Bachelors Degree or Higher  
21.2%  
20.6%  
30.7%  
High School or Higher  
87.4%  
89.6%  
84.4%

City of Sherman Grayson County Texas

Source (all figures): U.S. Census Bureau American Community Survey 2020

*Page left intentionally blank*



# PART 3

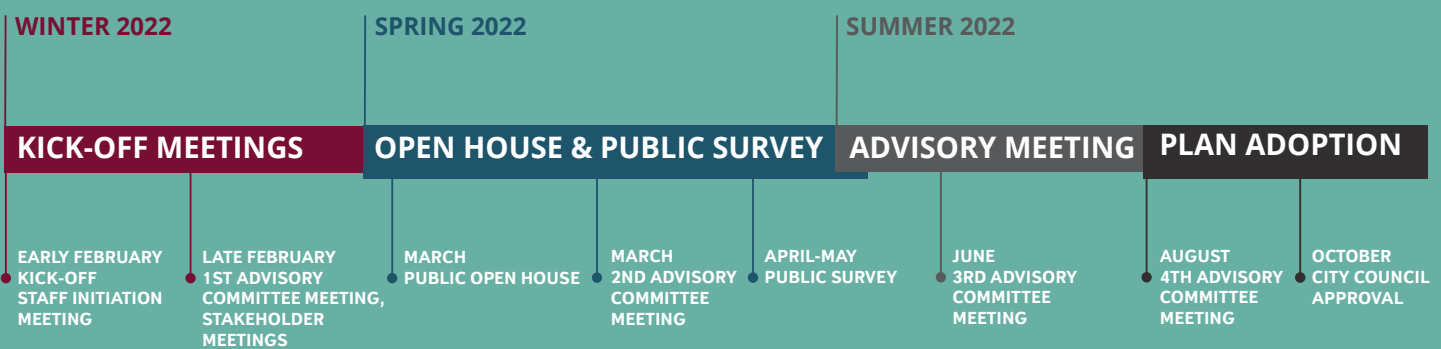
## Community Engagement

---

# Community Engagement Summary

To ensure that this plan embodies the vision of the community, an extensive public engagement process was completed to identify the needs and desires of the community. The information collected during this process created the foundation for this plan as well as the Trails Master Plan which was developed at the same time. Community engagement efforts for both plans were combined and both plans were developed simultaneously.

FIGURE 3.1 PLAN TIMELINE



## STAKEHOLDER MEETINGS

A series of virtual stakeholder meetings were held during the beginning of the public engagement process for these plans. Information collected during these meetings helped shape the community survey and open house questions and generated ideas that could be incorporated later as recommendations. Three stakeholder meetings were conducted over two days with stakeholders being divided into groups by their area of expertise and/or interest. Below is a brief summary of takeaways resulting from all of the stakeholder meetings.

### KEY TAKEAWAYS

- City and school district have good working relationship
- Lack of fun things to do for youth
- More pedestrian connections needed between Austin College and Downtown
- Need more high paying jobs
- Need more development on East side (grocery store, housing, etc.)
- Being a one high school town keeps the community connected and close-knit
- Lack of things to do (Entertainment, dining, shopping, etc.)
- Make Downtown a destination
- Unique identity from other nearby cities
- Need better infrastructure
- Regional and local connectivity
- Good base of volunteers to help with trails
- City of Sherman currently unsafe for pedestrians and cyclists
- Abandoned railroad is a good opportunity for trails
- Prioritize children, safe routes to school

## ELECTED & APPOINTED OFFICIALS

A full day was spent conducting individual 1-hour interviews with all City Council Members and the Mayor of Sherman. These interviews were used to gather input from City Council members about specific issues important to them and their constituents.

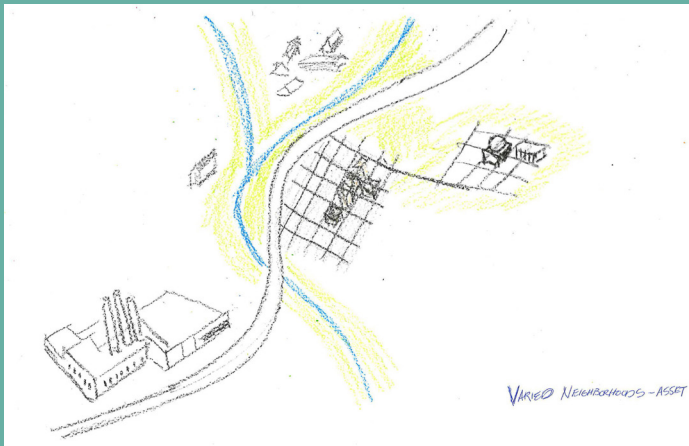


## ADVISORY COMMITTEE

The Advisory Committee met at key intervals throughout the process to provide invaluable input and guidance for both the Comprehensive Plan and the Trails Master Plan. Through a series of four meetings, the sixteen-person CPAC guided the development of the plan by identifying and evaluating issues and needs, assisting with setting priorities, and providing comments on the plan's preliminary and final recommendations.

### MEETING SUMMARIES

- 1** The purpose of this meeting was to introduce the plan, Halff team, and committee members.  
Attendees identified top priorities and community issues through a Strengths, Opportunities, Aspirations, and Results (S.O.A.R.) analysis; “What does Sherman mean to you mapping” exercise; and, conducted a Focus Area activity which highlighted Downtown, trails, and general development.
- 2** This meeting covered goal and action creation as well as prioritization for recommendations and two hands-on future land use and trail corridor mapping exercises.
- 3** The CPAC reviewed and revised the final draft plan before recommending to City Council for adoption.
- 4**



Hand drawn interpretation of the City of Sherman depicting the industrial, downtown and Austin College.



The second Advisory Committee meeting held on March 29th, 2022.



The Advisory Committee completing mapping exercises where they drew their own map of Sherman showing significant places to the community.

# PUBLIC OPEN HOUSE SUMMARY

An in-person open house was held in the Sherman Municipal Ballroom, on March 28, 2022, to solicit initial community input for the development of the Comprehensive Plan and Trails Master Plan. Individuals were asked to provide feedback on a number of topics which had been identified as key issues during the kick-off meetings. Door prizes were given out by the City of Sherman to encourage attendance. Open house attendees were asked to express their opinions by placing stickers next to priorities or writing thoughts on post-it notes. The outcomes of the open house engagement identified trail connectivity, downtown living, and a concern for updated infrastructure and streets as top priorities.

**72**  
*participants attended the event*

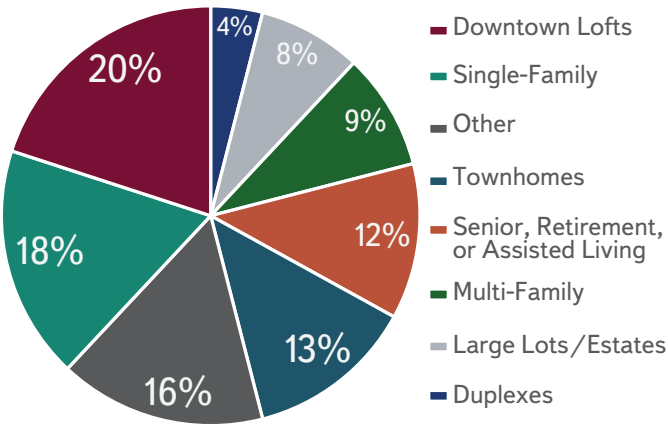


Residents of Sherman give input at the public open house held on March 28th, 2022.



Residents of Sherman give input at the public open house held on March 28th, 2022.

## TYPE OF HOUSING MOST NEEDED IN SHERMAN



## TOP THREE PRIORITIES FOR THE FUTURE OF SHERMAN

**1. Parks & Trails**

**2. Downtown as a Destination**

**3. Other**



An online survey was available to the public to gather community input for the development of the Comprehensive Plan and Trails Master Plan. The survey was available from April 14, 2022 through May 22, 2022 and administered in both English and Spanish. The survey was offered online and the opportunity was given to complete the survey at a community event. The focus of the survey was to gain an understanding of the desires of residents for the future of Sherman.

Prizes were given out by the City of Sherman to encourage participation across the community. The public input received during this effort was an important source of information for developing the community vision and priorities. A full copy of the survey in English is provided in the **Appendix**.

## WHAT DO YOU LOVE ABOUT SHERMAN?



| RANKING | AREAS OF IMPORTANCE           |
|---------|-------------------------------|
| 1       | HOUSING AFFORDABILITY         |
| 2       | QUALITY SCHOOLS AND EDUCATION |
| 3       | QUALITY NEIGHBORHOODS         |
| 4       | EMPLOYMENT OPPORTUNITIES      |
| 5       | ACCESS TO HEALTHCARE          |

## 1. *Encouraging economic growth*

### 3. Quality of parks and recreation



A pie chart illustrating the distribution of responses for three categories: 'Right track' (45%), 'Not sure' (35%), and 'Wrong track' (20%). The chart is divided into three segments: a large maroon segment for 'Right track' (45%), a teal segment for 'Not sure' (35%), and a light gray segment for 'Wrong track' (20%). A legend to the right of the chart identifies the colors: maroon for 'Right track', teal for 'Not sure', and gray for 'Wrong track'.

| Category    | Percentage |
|-------------|------------|
| Right track | 45%        |
| Not sure    | 35%        |
| Wrong track | 20%        |

*Page left intentionally blank*



# PART 4

## Guiding the Future

---



*Sherman*  
CLASSIC TOWN. BROAD HORIZON.



## Framework for the Future

Sherman has many positive attributes and qualities that position the city well for the future. In a fast-growing environment, the churn of energy and challenge is real, with much conversation and opinion about how to move forward. The community's vision for the future calls for action that will produce economic strength, community vitality, and quality development. This vision has shaped the basis of the plan recommendations in this section.

The framework for this community agenda is organized around the following focus areas: Housing and Neighborhoods, Land Use and Design, Mobility, and Livability.

This section identifies a series of strategies to accomplish the goals set for these four focus areas over time. It is understood that not every strategy will be completed in the near-term or, in some cases, throughout the time horizon of this plan. As such, **Part 5, Implementation**, sets out a prioritized implementation action plan which provides more clarity for the specific action steps needed to achieve the strategies.

## PLAN GOALS

There is one community goal associated with each of the four focus areas in the comprehensive plan that are intended to guide the associated strategies and actions. These goals, outlined on the following pages, represent broad topics of equal importance that will guide the Sherman action plan over the next five to ten years. Each goal is summarized as a statement of desired outcomes, which can be viewed as a commitment for the community to achieve as the plan is implemented.

It is important to note that the plan goals are not ranked in order of importance or priority. The priorities and timing of associated actions necessary to achieve the goals are detailed in the Implementation tables contained in **Part 5, Implementation**. It is intended that the City of Sherman will take action and respond to community needs on each of these goals during implementation. While there will be changing priorities over time, with shifting order of magnitude, these goals will be enduring and constant throughout the time frame of the plan.

The community goals build on the vision and engagement that provided the framework for the community agenda. This should start with the leadership of the City government, yet should include the citizens, local businesses, civic organizations and partnering entities in participation together to work towards these outcomes. This section and the subsequent implementation section are presented hand-in-hand to guide the community with action-oriented steps towards the future.

*Downtown Sherman at night*





FIGURE 4.1 COMPREHENSIVE PLAN FOCUS AREAS



## PLAN RECOMMENDATION FRAMEWORK

- **Focus Areas** – organizational area to group strategies and actions through specific focal elements
- **Goals** – broad statements of desired community outcomes/achievements
- **Strategies** – policies and objectives designed to achieve goals
- **Actions** – action steps used to accomplish the goals and strategies

# GOAL 1 | Housing & Neighborhoods

SHERMAN BUILDS LONG-TERM NEIGHBORHOOD INTEGRITY WITH A BALANCED, DIVERSE MIX OF HOUSING THAT SUPPORTS THE PRESERVATION AND CREATION OF QUALITY, AFFORDABLE HOUSING.

Feedback from the public engagement process indicated housing affordability was the highest priority. Generally, affordable housing is defined as housing that is built to last and both suitable and affordable for people from all walks of life. The cost of housing is typically determined by the marketplace's tolerance. However, cities do have a role in affecting prices by regulating density, product types, and community desirability. Sherman can position itself to adapt to changing market conditions and promote housing affordability by encouraging diversity in housing products and defined density in appropriate locations. It will be critical for Sherman to balance affordable housing needs with quality home construction, location, and appropriate densities. With over 40,000 acres designated for neighborhoods on the Future Land Use Plan, it is critical for these neighborhoods to be "complete neighborhoods."

## COMPLETE NEIGHBORHOODS

Vibrant and economically successful cities are comprised of strong, cohesive neighborhoods, woven together by thriving commercial corridors, and punctuated with schools and lively "centers" or "activity nodes." Well-designed neighborhoods that have stood the test of time exhibit key characteristics and include many of the following features:

- Equal prominence of pedestrian and vehicular circulation
- Variety of dwelling types
- Convenient access to schools, recreation, and daily conveniences
- Efficient street layouts with connectivity to major streets and other neighborhoods
- Cohesive visual identity
- Landscaping, conservation areas, and/or greenbelt and trails

## STRATEGIES

**STRATEGY 1.1:** Continue to partner, and find new partnerships, with local and regional organizations to support affordable housing initiatives.

**STRATEGY 1.2:** Invest in programs that allow Sherman residents the opportunity to become invested in their community through housing.

**STRATEGY 1.3:** Pursue affordability and diversity in the Sherman housing market.

**STRATEGY 1.4:** Update the land development code to support housing that has well-defined character, compatibility with adjacent uses, and balanced density.

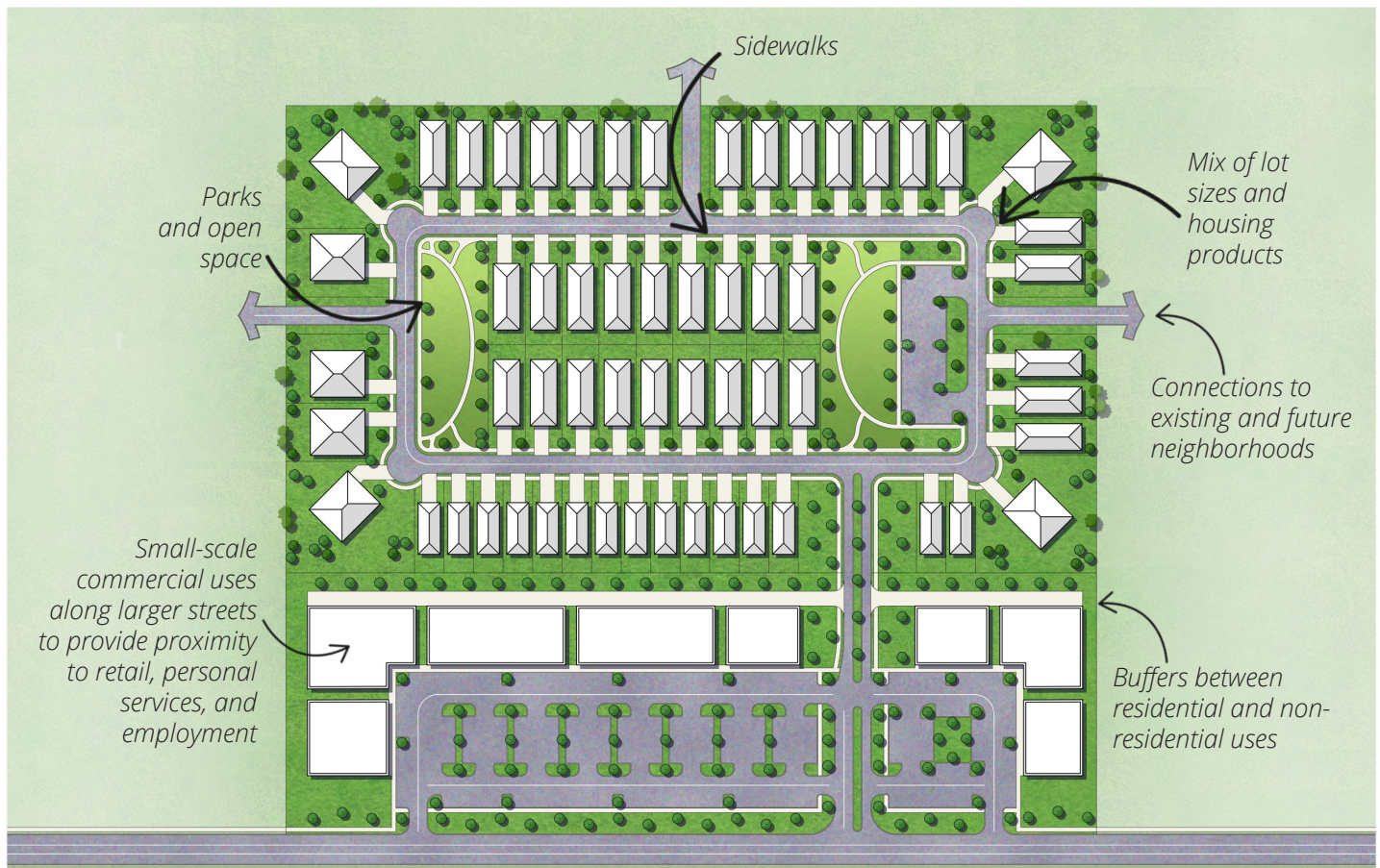
**STRATEGY 1.5:** Protect and enhance existing neighborhoods and housing stock.



Examples of existing housing in Sherman



**FIGURE 4.2 ELEMENTS OF A COMPLETE NEIGHBORHOOD**



**FIGURE 4.3 CONSERVATION SUBDIVISION**



CONSERVATION SUBDIVISION DESIGN CAN ACHIEVE THE SAME OR GREATER DEVELOPMENT YIELD THAN TRADITIONAL DEVELOPMENT WHILE MAINTAINING RURAL CHARACTER.



# GOAL 2 | Land Use & Design

SHERMAN PROMOTES HIGH QUALITY, BALANCED, AND FLEXIBLE DEVELOPMENT PATTERNS THAT SUPPORTS EXISTING RESIDENTS AND MANAGES FUTURE GROWTH IN A FISCALLY SUSTAINABLE MANNER.

To grow how the community desires, Sherman must remain focused on quality development and balanced land use. Quality development is defined as development which is aesthetically pleasing, adds value to the community, and fits cohesively into the city’s adopted future land use map. The Future Land Use Map graphically depicts the preferred patterns of future development and is to be used as a tool to guide staff, elected and appointed officials, and the development community during times of decision-making. **Map 4.1, Future Land Use** and associated descriptions capture the community’s values and envisioned future regarding how, when, and where Sherman should grow over the next 10 years and beyond. It covers all areas within the city limits and the City’s ETJ. The map was derived using feedback from the public engagement process.

## STRATEGIES

**STRATEGY 2.1:** *Adopt and ensure the consistent application of the Future Land Use Map to guide the growth and development of Sherman.*

**STRATEGY 2.2:** *Maintain and update development codes to achieve the community’s desired character and quality.*

**STRATEGY 2.3:** *Support placemaking efforts that enhance the community character of Sherman.*

**STRATEGY 2.4:** *Ensure effective communication with developers regarding regulatory requirements and implementing the vision of the community.*

**STRATEGY 2.5:** *Develop gateway features and wayfinding that delineate the boundaries of the city and guide visitors to key destinations.*

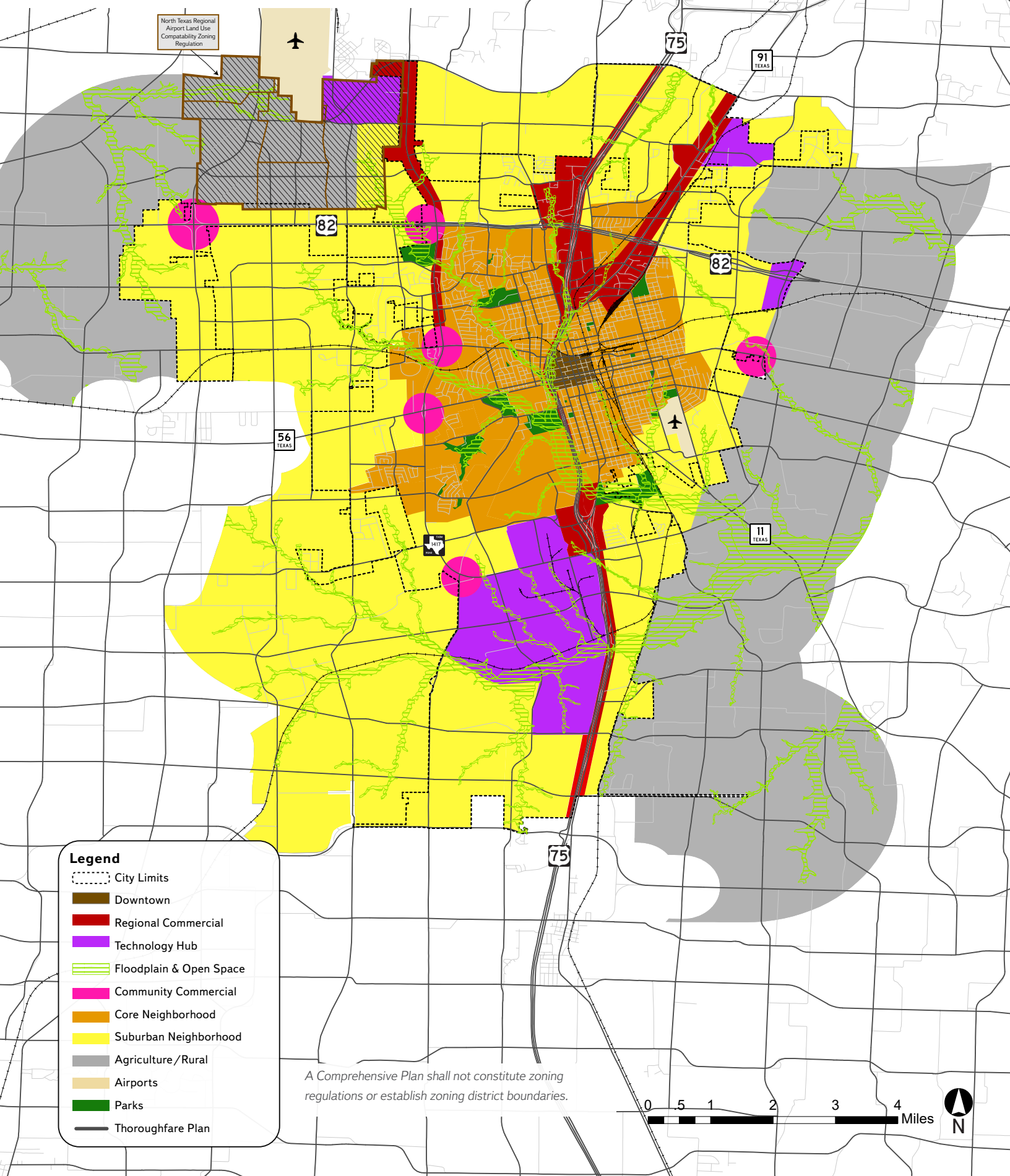
## FUTURE LAND USE DESIGNATIONS AND DESCRIPTIONS

The future land use descriptions, starting on page 32, provide further information about the purpose of these different areas of the community, including:

- **Intent & Character:** This subsection provides a general description of the intended character of development.
- **Appropriate Land Use Types:** This subsection provides guidance on the primary, and in many cases, secondary uses which may be appropriate in certain areas of the city and to update zoning district regulations.
- **Compatible Zoning Districts:** This subsection provides guidance as to which established zoning district(s) may be most appropriate to implement the intent of the future land use category. In many cases, improvement to the City’s regulations may be warranted to fully achieve the envisioned character.
- **Considerations:** This subsection provides guidance on proposed locations and development qualifiers which may be appropriate during zoning requests, development approvals, as well as during subsequent updates to the City’s regulations.



# MAP 4.1 FUTURE LAND USE



## Legend

- City Limits
- Downtown
- Regional Commercial
- Technology Hub
- Floodplain & Open Space
- Community Commercial
- Core Neighborhood
- Suburban Neighborhood
- Agriculture/Rural
- Airports
- Parks
- Thoroughfare Plan

A Comprehensive Plan shall not constitute zoning regulations or establish zoning district boundaries.



# Future Land Use Descriptions

## CORE NEIGHBORHOOD

### Intent & Character

The Core Neighborhood category is intended to protect and enhance the existing residential areas of Sherman. This area is generally located in the center of the city, east and west of US-75. A majority of the Core Neighborhood category encompasses what is known as east Sherman. This category encourages infill development that maintains the existing character, while increasing the aesthetic appeal of the community. In certain areas, an increase in density can be appropriate through the development of single-family attached products, like townhomes or quad-plexes.

### Appropriate Land Use Types

- Single-family detached
- Single-family attached
- Local/neighborhood commercial and office
- Parks and open space
- Schools and civic uses

### Compatible Zoning Districts

- Single-Family Residential (R-5, R-4, R-2F, and R-TH)
- Multi-Family Residential (MF-15 and MF-30)
- Manufactured Housing
- Retail Business
- Neighborhood Commercial

### Considerations

- Infill that increases density should match the character of the surrounding structures.
- Small-scale commercial uses are appropriate along larger streets and should be compatible with the surrounding residential development.

## SUBURBAN NEIGHBORHOOD

### Intent & Character

The Suburban Neighborhood category is intended to allow primarily single-family detached in a “complete neighborhood” setting. New subdivisions should include a mix of housing products and lot sizes. Areas of supporting local commercial should be integrated into the neighborhoods, primarily along major streets near the entrance of neighborhoods. Community amenities such as parks, trails, open spaces, and civic uses should also be included in the creation of new subdivisions. This category gives flexibility for the creation of master-planned neighborhoods that are compatible with the surrounding area.

### Appropriate Land Use Types

- Single-family detached (primary land use type)
- Single-family attached (duplexes and townhomes)
- Local/neighborhood commercial and office
- Parks and open space
- Schools and civic uses

### Compatible Zoning Districts

- Estate Residential
- Single-Family Residential (R-12, R-6, R-5, and R-4)
- Multi-Family Residential (MF-15 and MF-30)
- Manufactured Housing
- Neighborhood Commercial
- Planned Development

### Considerations

- Street connections to existing and future developments.
- Smaller lots and denser development can serve as a transition from the local commercial areas.



*Example of high density lofts in Sherman*



*Example of existing suburban development in Sherman*



## REGIONAL COMMERCIAL

### Intent & Character

The Regional Commercial category is intended to promote large-scale commercial development along US-75, while promoting community character through design. US-75 serves as the major gateway to and through the community; therefore, aesthetics and design should be promoted in this corridor. This category should allow large-scale commercial uses that serve the region and the community alike. A mix of uses and inter-connectivity between parcels should be encouraged.

### Appropriate Land Use Types

- Retail and Restaurants
- Multi-Family Living
- Office Complex
- Medical
- Mixed Use
- Indoor Entertainment

### Compatible Zoning Districts

- Retail Business
- General Commercial
- Office
- Multi-Family Residential (MF-15 and MF-30)
- Planned Development (for larger tracts)

### Considerations

- Site design considerations should be given to parking, landscaping, and building articulation.
- Where possible, parking should be screened from view or well-landscaped with native, drought-tolerant plants.
- All buildings facades fronting a public street or within significant public view should have aesthetically-pleasing horizontal and vertical articulation.
- Signage should be multi-tenant, where possible, and should match the character of the primary structure.
- High density residential should be included in mixed use developments.
- High density residential is appropriate behind commercial areas, with inter-connectivity.
- If high density is stand alone, the surrounding uses and connectivity should be considered to avoid an “island.”

## COMMUNITY COMMERCIAL

### Intent & Character

The Community Commercial category is intended to promote smaller-scale commercial uses that are integrated into the community. These uses should be compatible with residential development and should provide necessary goods and services to residents. Many of the uses encouraged by this category can be similar to Regional Commercial, but should be developed in a much smaller and community-compatible scale.

### Appropriate Land Use Types

- Retail and Restaurants
- Grocery Stores
- Professional Offices/Services
- Personal Services
- Childcare

### Compatible Zoning Districts

- Neighborhood Commercial
- Retail Business
- Office

### Considerations

- Small-scale commercial uses are appropriate along larger streets and should be compatible with the surrounding residential development.



*Sherman Town Center on US-75 is an example of Regional Commercial*

## TECHNOLOGY HUB

### Intent & Character

The Technology Hub category is intended for areas of the community that are dedicated to large-scale employment uses. These areas are generally located north and south, anchored by the airport and Texas Instruments, respectively. These areas contribute to the community by providing a tax base and employment opportunities.

### Appropriate Land Use Types

- Manufacturing
- Research and Development
- Warehousing and Distribution
- Multi-Family

### Compatible Zoning Districts

- Light Manufacturing
- Heavy Manufacturing
- Multi-Family Residential (MF-15 and MF-30)

### Considerations

- Multi-family uses can support employment uses and provide housing variety in the community. These uses should be integrated into planned developments.
- Industrial uses should be ones that are primarily operated inside.
- Outdoor storage should be limited and screened from public view.

## FLOODPLAIN & OPEN SPACE

### Intent & Character

The Floodplain & Open Space category is intended to preserve areas to handle stormwater and provide open space corridors for passive trail and recreation activities. These areas are not suitable for land development projects and buildings but may become future parkland managed by the City. These green corridors help protect the community from flood hazards and property damage and offer opportunity for trees, trails, and community connection. It should be noted that floodplains and floodways are regularly adjusted and reevaluated so the boundaries depicted for this land use category on the map should subsequently be interpreted as fluid.

### Appropriate Land Use Types

- Parks
- Trails
- Open Space

### Compatible Zoning Districts

- All zoning districts

### Considerations

- These areas should be located throughout the community and incorporated into new developments.
- There are opportunities for trails, trailheads, and stream crossings throughout floodplain corridors that should be constructed or funded in coordination with adjacent development projects.



*GlobiTech, Inc, a key employer in Sherman's Technology Hub area*



## DOWNTOWN

### Intent & Character

The Downtown category is intended to promote the redevelopment of Downtown Sherman. This area has many aspects to consider like mix of uses, historic and cultural elements, aging buildings and infrastructure, and the pedestrian experience. This area should be guided by a Downtown Master Plan that provides uniquely tailored action steps for the area.

### Appropriate Land Use Types

- Residential (upper-story, multi-family)
- Retail and Restaurants
- Entertainment
- Office (preferably on the second floor and above)

### Compatible Zoning Districts

- Multi-Family Residential (MF-15 and MF-30)
- Office
- Retail Business
- Neighborhood Commercial

### Considerations

- Land uses in downtown should be balanced to promote activity during business and evening hours.
- Residential should be encouraged to support non-residential uses.
- Public facility uses should not be expanded and should be relocated if located in a part of downtown that would be better served by a more dynamic use.

## AGRICULTURE/RURAL

### Intent & Character

The Agriculture/Rural category is intended for areas of Sherman that are not anticipated for development within the next ten years. These areas are generally located in the ETJ and do not have adequate utilities planned to serve development. Development in this category will generally be served by well water and on-site sewer facilities. It is intended that as development and utilities move further out, these areas should be re-evaluated and assigned an appropriate Future Land Use category during the next comprehensive plan update (or sooner, if needed).

### Appropriate Land Use Types

- Large lot residential
- Farming and agriculture

### Compatible Zoning Districts

- Residential Agricultural
- Estate Residential

### Considerations

- Since a majority of this category is located in the ETJ, use cannot be controlled through the application of zoning. Because of this, the subdivision ordinance should be evaluated to ensure quality subdivision regulations.



*Downtown Sherman*

# GOAL 3 | Mobility

SHERMAN HAS A BALANCED AND DIVERSE TRANSPORTATION NETWORK OF SAFE, CONNECTED, ATTRACTIVE STREETS, TRAILS, AND PATHWAYS.

The purpose of robust mobility planning is to identify and address key transportation issues in the community and make recommendations to help improve community mobility. Much of the credit in a successful transportation system is derived from long-term planning, projection of needs, and wise allocation of resources. Specifically, this means identifying the demand for certain transportation facilities and anticipating future demand as the community expands by area and population. To maintain a higher quality of life for residents and remain competitive, local and regional transportation investments will be necessary commensurate with this growth. Coordinated efforts are needed to ensure that new streets are properly planned and efficiently implemented, and the design character of the streets should correspond with land uses.

A key element of the mobility planning effort is **Map 4.2, Thoroughfare Plan**. This tool is used by not only City leadership, the Planning and Zoning Commission, and City Council, but also landowners and community builders. This plan provides a long-term outlook for the main thoroughfare connections and extensions as new development occurs.

## THOROUGHFARE PLAN MAP

The Thoroughfare Plan Map, **Map 4.2**, identifies the location and type of street facilities that are needed to meet projected long-term growth within the area. It is not a list of construction projects but rather serves as a tool to facilitate the preservation of future corridors for transportation system development. Many of the proposed arterial and collector streets identified on the Thoroughfare Plan Map, especially in the ETJ, will likely not be needed or constructed within the next 20 or 30 years. A key purpose of the Thoroughfare Plan Map is to preserve a general alignment and sufficient width to allow for efficient expansion and improvement of the street system. So that as development occurs in the future, the City can ensure the construction of transportation facilities to serve the needs of the community at that time.

In addition, it provides opportunities for other transportation modes so as not to place a fiscal burden on the community to fund extensive street improvements, which, in turn, require long-term maintenance.

Displayed on the Thoroughfare Plan Map are the proposed general alignments for the extension of existing collectors, arterials and planned new streets.

## STRATEGIES

**STRATEGY 3.1:** *Provide for a safe and well-maintained transportation system in Sherman.*

**STRATEGY 3.2:** *Proactively plan for a multimodal transportation system to reduce congestion and accommodate anticipated travel demand.*

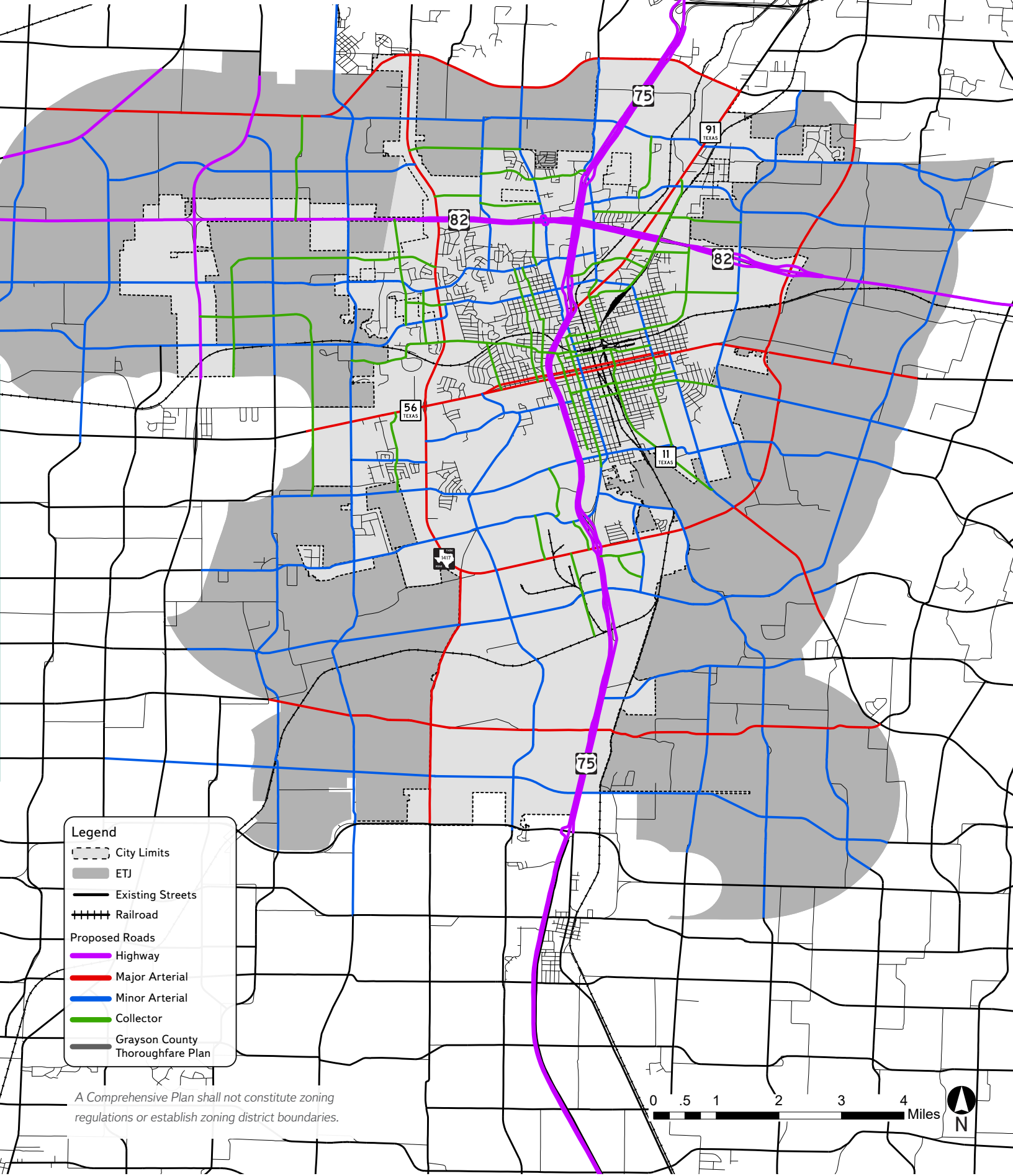
**STRATEGY 3.3:** *Expand Sherman's transportation system in a context-sensitive manner to respect community character, connectivity, and safety.*

**STRATEGY 3.4:** *Enhance and expand public transportation options.*

**STRATEGY 3.5:** *Build a safe, connected community-wide system of trails which create linkages to greenspaces, parks, neighborhoods, and destinations.*



# MAP 4.2 THOROUGHFARE PLAN



A Comprehensive Plan shall not constitute zoning regulations or establish zoning district boundaries.

# Issues and Opportunities

## A CONNECTED AND SAFE MOBILITY NETWORK

A well-managed and maintained transportation system is paramount to ensuring safe and functional streets on an ongoing basis. While street construction and expansion improvements are important to address existing and future transportation needs, maintenance of existing street facilities will require equal attention of the City. Financial resources dedicated to transportation improvements need to be carefully balanced with basic maintenance and operations of the existing systems of travel. Case in point, streets in the older parts of town have worsened over time and are in need of repair. Some of this decline is inherent to the aging of streets and is simply indicative of the need for continued maintenance. In other situations, associated corridor infrastructure (sidewalks, intersection controls, crosswalks, etc.) was never installed along City streets and need to be constructed.



## GREATER WALKING AND BIKING OPPORTUNITIES

Bicycle and pedestrian facilities increase livability and help create a cohesive environment that is interconnected by way of street corridors and a system of bike lanes, trails, and sidewalks. In addition to their practical function of getting people to their destinations, pedestrian and bicycle facilities can help serve some recreational needs in the community. Currently, the private automobile is the primary form of transportation for most individuals in the Sherman area. However, with an aging population and the presence of Austin College, opportunities exist for providing and accommodating alternative modes of transportation including bike and pedestrian facilities.

The Trail Master Plan identifies the location of priority corridors for existing and future bicycle and pedestrian infrastructure in the City of Sherman. It will be important to for the City to focus on the development of these corridors as development occurs or if right-of-way can be acquired in advance of development.



## CONNECTIVITY AND CHARACTER-BASED STREETS

A main consideration in building a street network is the physical design of the corridor and its infrastructure elements. Character-based streets are important to ensure that the elements within each streetscape are cost-effective yet with a pleasing design that is calibrated to the transportation needs of the corridor and adjacent development. For instance, the majority of the City's older residential areas are on a grid system. However, newer neighborhoods to the north and northwest have been designed with a curvilinear street pattern. Concerns have been raised regarding connectivity, service delivery, and impacts on arterials. Adequate connectivity within and between neighborhoods should be a priority. Likewise, new subdivisions and commercial centers should be developed in a manner that allows for multiple mobility options. A well-designed, multi-modal corridor can be a boost to a neighborhood.



## PUBLIC TRANSPORTATION SERVICES

For many, the car will remain their primary form of transportation, but resources for transit service must also be prioritized to serve the current needs. There are many people who cannot, or who desire not to, use a car every day. The younger generation is increasingly seeking safe and efficient alternatives to driving, while an increasing number of retired and elderly residents may need to rely on transportation alternatives.

Allowing residents to use additional public transportation options from their homes to employment and key destinations in an efficient way is essential to quality of life. As the population ages, ensuring availability of alternative transportation options will be important in enhancing mobility. Likewise, given limited resources and constraints to solely funding routes through the city, maximizing partnerships will be a crucial long-term transit implementation strategy.

## FUNCTIONAL CLASSIFICATION OF STREETS

An effective transportation system is comprised of a network of streets each with its own designation, function, and capacity within the system. Each segment contributes to the interconnectivity of the network. Therefore, for a network to operate efficiently, it is essential for there to be a complete network of streets.

A well-connected and functional street network is one that is safe, cost-effective and in harmony with adjacent land uses. Characteristics of the City's functional classification system as represented in the types of streets shown on the Thoroughfare Plan Map can be found in the City's 2040 Thoroughfare Plan Update.



# GOAL 4 | Livability

## SHERMAN OFFERS A COMPLETE COMMUNITY EXPERIENCE WITH A VARIETY OF QUALITY LIFESTYLE AMENITIES FOR ALL.

Livability elements include the aggregate of employment opportunity, educational opportunity, shopping and attractions, quality infrastructure and public services, healthcare alternatives, and recreational amenities. These are among the things that are attractive to people seeking to stay in Sherman or relocate their families and businesses there. To grow how the community desires, the City must remain focused on quality of life elements that make Sherman a great place to live.

Downtown is a unique asset to Sherman which captures the city’s history and culture. This special area requires continued efforts to cultivate and plan for a second coming of the historic downtown. The Sherman community spoke loudly that they want downtown activated, but not at the expense of its charm and historic feel. Efforts to initiate a downtown action plan would help position the city center for a dynamic future as the community expands.

### QUALITY OF LIFE

When planning for the future, city staff and urban planners often consider ‘Quality of Life’ indicators because these measures help tell the story of a city’s livability and desirability to both current and new residents. While the factors that define a city’s quality of life can vary, they often include aspects such as employment and financial status, health, education, and public services. Additionally, these factors can include placemaking and cultural vibrancy.

In several of these areas, such as employment and cost of living, Sherman fares better than the state as a whole; in other areas, Sherman is actively seeking to improve through the development of parks, trails and enhancement of downtown Sherman. Many residents enjoy the quality of life in Sherman for its “small-town feel” yet relatively easy access to big-city amenities. With continued growth, preserving this element will be an important consideration for maintaining Sherman’s quality of life.

### STRATEGIES

**STRATEGY 4.1:** *Create and maintain strong partnerships with education providers and community groups to achieve community goals and foster civic pride.*

**STRATEGY 4.2:** *Prioritize integrated and well-planned utility infrastructure to serve desired growth.*

**STRATEGY 4.3:** *Encourage redevelopment and activity in downtown Sherman with locally-owned businesses, shopping, dining, and entertainment opportunities.*

**STRATEGY 4.4:** *Build upon and promote signature regional attractions, events, and destinations within Sherman.*

**STRATEGY 4.5:** *Expand Sherman’s burgeoning economy through targeted economic development initiatives, marketing, destination attractions, and community support of quality development.*

**STRATEGY 4.6:** *Provide park and recreation amenities that are inclusive and accessible to all residents.*

**STRATEGY 4.7:** *Sustain a forward thinking, high-performing, and accountable City government and municipal services.*

**STRATEGY 4.8:** *Facilitate development of acute-care hospital facilities within Sherman.*



## DOWNTOWN ACTION PLAN

A Downtown Action Plan will not only dive further into the character elements sought by the public but will focus on land use and mobility changes. This special-area master plan should include a review of appropriate uses for a historic downtown, infrastructure, civic and public space, design and preservation elements to maintain and celebrate Sherman's heritage. The ultimate outcome of the effort should not only focus on the design and branding elements but, perhaps even more importantly, the activation of desired uses and businesses so that the district will truly come to life. The plan should establish a cohesive design theme, desired land uses and intensity, and a master infrastructure plan that addresses fire flow and drainage. The development of the plan should include public participation, especially from downtown property owners and business owners.



## DOWNTOWN AS A DESTINATION

Land use is a critical component to the success of any downtown. Having an appropriate mix and density of residential and commercial uses will attract more residents and visitors and help fill vacancies. Currently Sherman's downtown is predominantly daytime uses which leaves the area empty in the evenings. Citizens expressed a strong desire for more nighttime activities and weekend activation. More shops and restaurants, better entertainment options, and more festivals and events were the top requested elements from the public survey. Residents at the open house also showed a strong interest in downtown living, which would help to create a "captive market" for downtown businesses to thrive.



## DOWNTOWN FUNDING

Several infrastructure improvements are needed in downtown Sherman for more businesses to open. Many of the buildings are older and are not up to code and the sewer infrastructure is outdated and undersized, although sewer planning efforts are ongoing. Ensuring the public improvements required for redevelopment are made in downtown may take a variety of funding sources and prioritized budget allocations. Examples of funding mechanisms include Tax Increment Reinvestment Zone (TIRZ), Public Improvement District (PID), Municipal Bonds, and developer contributions. Prioritized projects for downtown through the Capital Improvement Program (CIP) can be identified through a Downtown Action Plan.



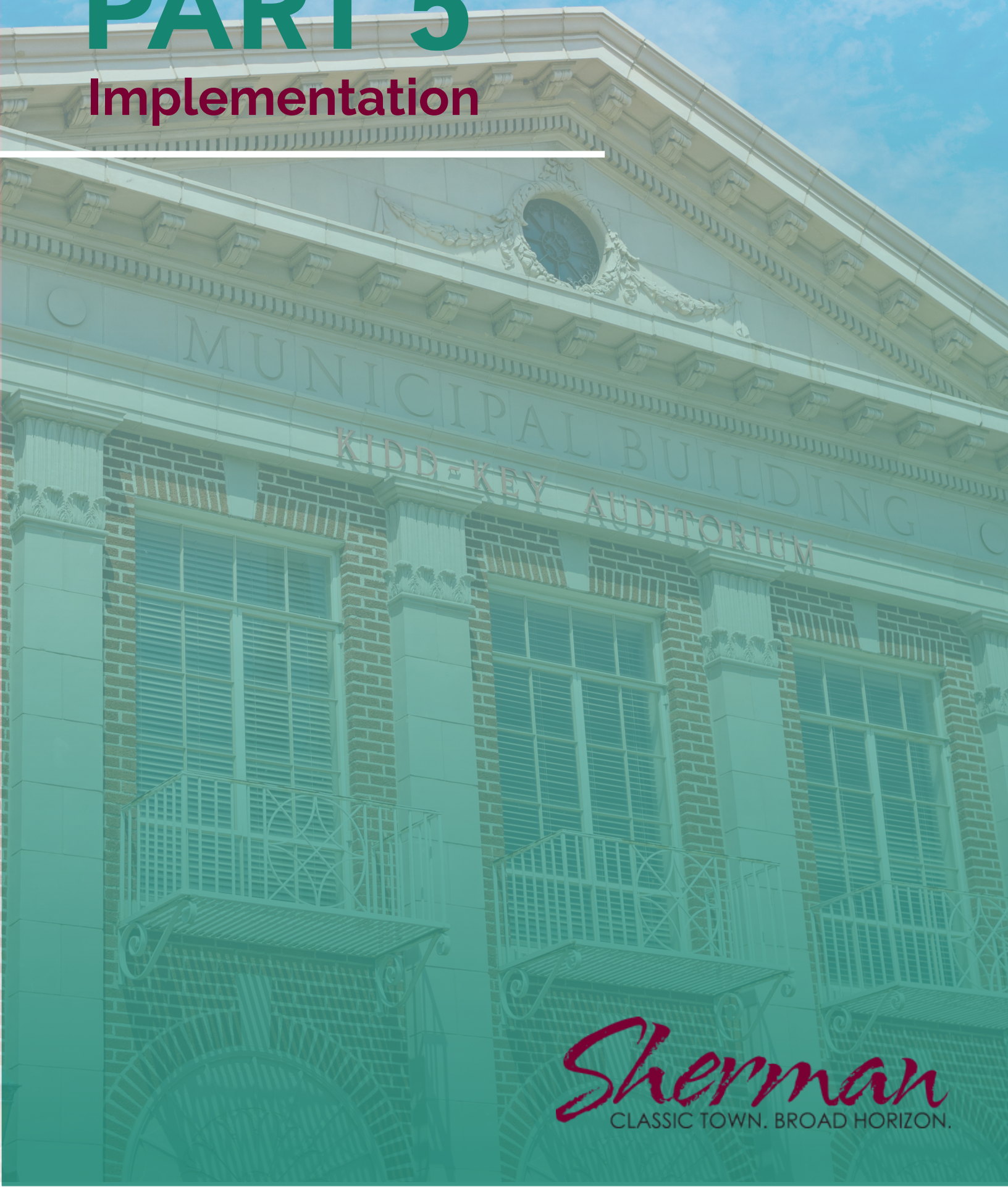
*Page left intentionally blank*



# PART 5

## Implementation

---



*Sherman*  
CLASSIC TOWN. BROAD HORIZON.



## Plan Implementation

It is through action, decision making, coordination, and monitoring that the Plan comes to fruition. The importance of planning cannot be overstated—planning provides for the protection of private property and ensures future development occurs in a coordinated and organized fashion. The future of Sherman will be shaped using policies and recommendations developed in this Plan. City representatives, City staff, and dedicated citizens will all need to be “Champions” of the plan to ensure the recommendations guided by the public input process are properly implemented. The roles of each of the following will be crucial to ensure effective implementation of the Plan.

### CITY STAFF

- Managing the day-to-day implementation of the Plan, including ongoing coordination necessary for plan implementation
- Supporting and carrying out capital improvement planning efforts in accordance with the Plan
- Managing the drafting of new or amended land development regulations in accordance with the Plan
- Conducting studies and developing additional plans
- Reviewing applications for consistency with the Plan as required by the City’s land development regulations

### P&Z COMMISSION

- Making recommendations related to development and redevelopment
- Ensuring that development is consistent with the vision, goals, objectives, actions, and policies of this plan
- Preparing a periodic progress report with the help of City staff to review goals to evaluate consistency with the plan’s vision

### CITY COUNCIL

- Adopting amendments to the Plan by ordinance, after the recommendation by the Director of Development Services
- Adopting new or amended land development regulations to implement the Plan
- Approving inter-local agreements that implement the Plan
- Establishing the overall action priorities and time-frames by which each action item of the Plan will be initiated and completed
- Considering and approving the funding commitments that will be required
- Offering final approval of projects and activities and the associated costs during the budget process, keeping in mind the need for consistency with the Plan and its policies
- Providing policy direction to the Planning and Zoning Commission, other boards, and City staff

## DEVELOPMENT PROCESS

There will likely be many occasions when this Plan’s directives require interpretation, adaptability, and flexibility. These circumstances should be thoughtfully approached and evaluated based on compliance and implementation with the Plan vision, goals, commitments, and initiatives in **Part 5, Implementation**. Particularly as it pertains to physical plans such as the Future Land Use Plan and Thoroughfare Plan, staff and decision-makers in the development process will make daily determinations interpreting the Plan.

During the development process, proposals will often be considered for developer and landowner agreements, planned developments, rezonings, etc. These are critical decision points to ensure planning goals are achieved, the public is informed, and processes are clear to promote community investment from builders. City staff should analyze applications for compliance with the goals and commitments provided in **Part 4, Guiding the Future**. This process should include evaluating an application by demonstrating general compliance with the comprehensive plan and reference to individual goals, strategies, or even actions.



PLAN TO CODE RELATIONSHIP

Though adoption of this Plan is a big accomplishment, the next step is to translate this Plan’s actions to the City’s Development Code. While the Comprehensive Plan creates the vision for community desires, the Code enables the City to enforce that vision. Once this Plan is adopted, the City should immediately complete an assessment of the current Unified Development Code to determine what is needed to meet the vision of the new Comprehensive Plan. With this information defined, the City can then move towards updating the existing Code to align with the vision of the Comprehensive Plan. Additionally, as this Plan is updated over time, the Code should be updated accordingly, in order to reflect the changing conditions in Sherman.

SPECIAL AREA AND MASTER PLANS

The Sherman Comprehensive Plan covers a wide variety of topics which have the potential to affect the City’s existing and future plans. This includes additional plans and studies, some of which are recommended in **Part 4, Guiding the Future**. Some of these exist or are ongoing planning exercises, such as the Water and Wastewater Master Plan and the Trails Master Plan. Others are anticipated in the future, such as a Downtown Action Plan and the Parks, Recreation, and Open Space Master Plan update.

As implementation actions are initiated, the City should ensure that actions within this Plan consider existing citywide service plans and special area plans and work to align the two. Additionally, when other City plans are being updated, those plans should ensure that updates align with the goals and actions defined in the Comprehensive Plan.

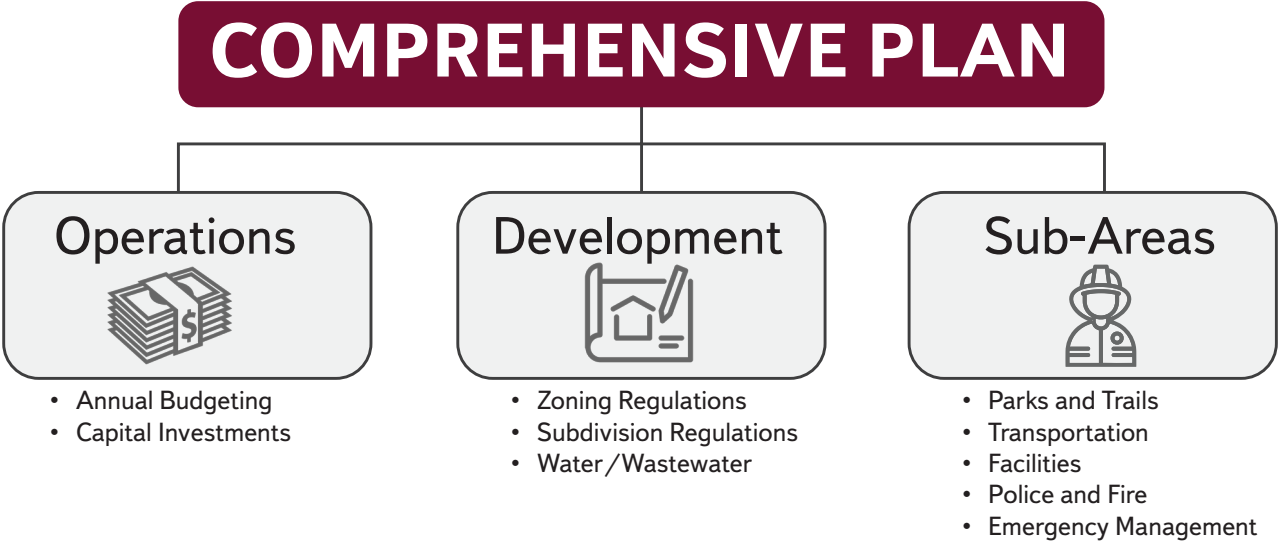
MONITORING AND BENCHMARKING

The City of Sherman will monitor the Plan implementation activities and the corresponding effects on the community environment, community prosperity, and community livability. Monitoring activities will not only record implementation accomplishments and measures of success but will also reveal opportunities to modify and amend the Sherman Comprehensive Plan to address changing conditions or community preferences.

Realizing the vision of Sherman involves actively and deliberately working toward the action steps in the implementation table. This plan created goal statements and strategies – which culminated in action steps. In the Implementation Action Plan, page 47, the departments involved in each action are listed, providing guidance as to who shares accountability in the outcome.

As part of the ongoing implementation process, benchmarking and monitoring should take place regularly. These reports should include a status update on implementation, important actions and accomplishments occurring in the past year, and identification and recommendation of needed actions and programs to be created and implemented in the coming year. The Comprehensive Plan report should be presented at a work session and regular session of the City Council.

FIGURE 5.1 PLAN RELATIONSHIP TO OTHER AREAS



## PLAN INTEGRATION

As this plan is put into action, an important element of its success is the funding and annual programming of implementation projects. Components include annual budgets, capital improvement program (CIP), departmental business plans, and their ongoing alignment to achieve effective outcomes.

### ANNUAL BUDGETING

A primary source of funding for implementation of this plan is the City's annual budget, made up of various revenue sources. For implementation actions to be completed, the City must have adequate funds to complete the necessary work. It is recommended that each action taken by City Council is tied to the goals of City's comprehensive plan, strategic plan and other relevant master plans through direct language in resolutions and ordinances.

### CAPITAL IMPROVEMENT PROGRAM

A capital improvement program is a multi-year plan (typically annual, 5-year and 10-year) that identifies upcoming capital projects for prioritization and funding. Projects include street infrastructure; water, wastewater and drainage facilities; open space, trails and recreation facility construction and upgrades; and the purchase of major equipment. Identifying and budgeting for major capital improvements will be essential towards the successful implementation of this plan. Decisions regarding the prioritization of proposed capital improvements should take into account the policy and management directives of this plan to ensure alignment between the two.

## PLAN UPDATE

This Plan is only a snapshot in time. As the community evolves, the plan must change as needed to keep the community's vision enact. In order to remain consistent with the community's vision, implementation must be flexible and allow for adjustments to account for shifts at the local and national level over time. Therefore, it is recommended that this Plan be revisited on a regular and routine basis followed by warranted updates.

## FIVE-YEAR UPDATE

The purpose of the update is to evaluate the original assumptions from the plan regarding growth and development trends, emerging issues, and to determine if remaining proposed action strategies are still relevant. The five year update should include the following:

- A summary of plan amendments and accomplishments to date;
- Changes in trends and issues since the previous plan adoption (e.g., changes in the predicted growth rate and the corporate boundaries; demographic composition; community attitudes; or other social, environmental, or political issues which may affect the feasibility of implementation);
- Conflicts between decisions made and implementation actions yet to be undertaken;
- Changes in law, procedures, or programs which will affect identified implementation actions; and
- A comprehensive re-evaluation of the Implementation Action Plan.

## TEN-YEAR UPDATE

The plan should be taken through a full update process every 10 years. The 10-year update should include the following:

- Comprehensive re-evaluation of the community's vision for the future;
- Evaluation of action items from this plan that have yet to be considered;
- Re-engagement of the public;
- Re-analysis of the issues and trends related to community growth, transportation, land use, parks and recreation, public facilities and services, and infrastructure; and
- A new plan of action reflective of the refined vision for the future.



## PLAN AMENDMENT

From time to time, it may be necessary for the City to amend the overall plan in response to changing circumstances, development trends, or a unique opportunity. This will more than likely occur in regards to the Future Land Use Map, which is intended to be a durable implementation tool yet not be too rigid that desired changes cannot be accommodated. A development process and amendment guide should be prepared immediately following adoption for clarity regarding amendments to the Future Land Use Map.

As time goes by, if there are only a few modifications, the Future Land Use Map is still serving its purpose. If there are significant and frequent changes to the plan, a more comprehensive evaluation should be undertaken and the plan should be revised, with input from the public.

### AMENDMENT INITIATION

Amendments to the plan are typically requested by a landowner, developer, or by the City itself. Most commonly, these circumstances occur during the development entitlement phase, where staff may determine that a rezoning proposal is not consistent with the comprehensive plan and the proposal should either be altered for compliance or pursued as an amendment. Determination of a necessary amendment should be made by City staff when the proposal is incompatible with the Future Land Use Map. The process for such an amendment should follow an established process formally approved and codified by the City. The process should include public hearings so that citizens have a chance to voice their opinions. It is recommended that the City maintain the threshold for a super-majority approval for comprehensive plan amendments.

At times, the City may need to initiate the comprehensive plan amendment process. Such an action may be needed to amend the land use framework, strategies or actions due to changing circumstances, respond to state legislation or mandates, etc. Such amendments shall be consistent with the goals of this plan and citizen input is a critical part of consideration of future adjustments. Significant amendments and updates may warrant input from the Citizens Comprehensive Plan Committee. Ongoing citizen involvement and buy-in is critical to maintaining the support of the plan as the city grows and evolves.

## Implementation Action Plan

Successful implementation of the community's vision is the shared responsibility of the residents, property owners, business owners, governmental agencies, civic organizations, service providers, trade groups, social advocates, and others. With a 10-year implementation period for this plan, however, it will take the leadership of the City of Sherman to remind its residents, stakeholders, and partners that there is a role for all of them to pursue the desired outcomes of their comprehensive plan. This section of the plan contains the Implementation Action Table. This table contains all of the recommendations of the Plan prioritized and assigned to the department that will be involved in their completion.

Actions listed in the Implementation Action Table are classified under the following broad categories:

- **Program.** These initiatives may include creating a new program or expanding upon existing key City programs.
- **Study.** These initiatives may include conducting further studies to identify solutions to particular problems.
- **Policy.** Official procedures or policies used to make City decisions.
- **Partnership.** These initiatives will include two or more entities working close together to serve as champions of the plan.
- **Regulation.** Council approved regulations used to direct growth or additional procedures.

The actions listed within the implementation tables in this section are allocated among four levels of prioritization and reflect the action's priority as determined during the comprehensive planning process.

The four time frames identifies when comprehensive plan actions should be initiated:

- **(0-2).** Actions should be initiated within the next one to two years although completion may extend across a larger time frame. These are the City's top priorities for implementation.
- **(3-5).** Actions which may be initiated within the next three to five years.
- **(6-10).** Most of these actions are projected to be implemented in the long term and may be further prioritized in following plan updates.
- **(Ongoing).** Actions may also be ongoing where they represent a policy or practice that should occur throughout the planning period as a mark in all of the above timeframe categories.

TABLE 5.1 IMPLEMENTATION ACTION TABLE

| ACTIONS                                                                                                                                                                                                 |                                                                                                                                                                        | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|------------------------------------------------|
|                                                                                                                                                                                                         |                                                                                                                                                                        |             | 0-2                | 3-5 | 6-10 |                                                |
| GOAL 1: HOUSING AND NEIGHBORHOODS   SHERMAN BUILDS LONG-TERM NEIGHBORHOOD INTEGRITY WITH A BALANCED, DIVERSE MIX OF HOUSING THAT SUPPORTS THE PRESERVATION AND CREATION OF QUALITY, AFFORDABLE HOUSING. |                                                                                                                                                                        |             |                    |     |      |                                                |
| Strategy 1.1: Continue to partner, and find new partnerships, with local and regional organizations to support affordable housing initiatives.                                                          |                                                                                                                                                                        |             |                    |     |      |                                                |
| a.                                                                                                                                                                                                      | Develop on-going partnerships with non-profits to encourage housing targeted to lower-income residents.                                                                | Partnership | X                  | X   | X    | Development Services, City Council             |
| b.                                                                                                                                                                                                      | Develop an information library of housing assistance resources for residents either online or at City offices and keep it up to date.                                  | Partnership | X                  | X   | X    | Development Services, City Council             |
| c.                                                                                                                                                                                                      | Continuously network with affordable housing developers/organizations and create a marketing package sharing Sherman demographics and housing needs.                   | Partnership | X                  | X   | X    | Development Services, City Council             |
| Strategy 1.2: Invest in programs that allow Sherman residents the opportunity to become invested in their community through housing.                                                                    |                                                                                                                                                                        |             |                    |     |      |                                                |
| a.                                                                                                                                                                                                      | Establish special incentive areas where the City will prioritize funding of programs, incentives, and development.                                                     | Policy      | X                  | X   | X    | Development Services, City Council             |
| b.                                                                                                                                                                                                      | Continue to offer the Residential Tax Abatement program.                                                                                                               | Program     | X                  | X   | X    | City Council                                   |
| Strategy 1.3: Pursue affordability and diversity in the Sherman housing market.                                                                                                                         |                                                                                                                                                                        |             |                    |     |      |                                                |
| a.                                                                                                                                                                                                      | Create a streamlined and expedited permitting process for housing developments in the special incentive areas, including participation criteria.                       | Program     | X                  |     |      | Development Services                           |
| b.                                                                                                                                                                                                      | Promote a diversity of residential building types, lot sizes and density ranges in new neighborhoods or areas designated as higher density on the Future Land Use Map. | Policy      | X                  |     |      | Development Services                           |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                                                                                                           |                                                                                                                                                                                     | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|------------------------------------------------------------------|
|                                                                                                                                                                   |                                                                                                                                                                                     |             | 0-2                | 3-5 | 6-10 |                                                                  |
| c.                                                                                                                                                                | Locate future affordable housing units in a dispersed manner throughout the city to avoid the creation of concentrated low-income districts.                                        | Policy      | X                  | X   | X    | Development Services, Planning & Zoning Commission, City Council |
| <b>Strategy 1.4: Update the land development code to support housing that has well-defined character, compatibility with adjacent uses, and balanced density.</b> |                                                                                                                                                                                     |             |                    |     |      |                                                                  |
| a.                                                                                                                                                                | Assess and update the development code to include a balanced array of lot sizes, product types, and zoning districts to promote housing diversity.                                  | Regulation  | X                  |     |      | Development Services, Planning & Zoning Commission, City Council |
| b.                                                                                                                                                                | Update the development code to allow for density bonuses in strategic development areas.                                                                                            | Regulation  | X                  |     |      | Development Services, Planning & Zoning Commission, City Council |
| c.                                                                                                                                                                | Continue to support rezonings and PDs that allow for a mix of housing options near supporting services and amenities.                                                               | Policy      | X                  | X   | X    | Development Services, Planning & Zoning Commission, City Council |
| d.                                                                                                                                                                | Encourage more urban-level density near walkable amenities such as downtown lofts, vertical mixed-use structures, and multi-family apartments when reviewing development proposals. | Policy      | X                  | X   | X    | Development Services, Planning & Zoning Commission, City Council |
| <b>Strategy 1.5: Protect and enhance existing neighborhoods and housing stock.</b>                                                                                |                                                                                                                                                                                     |             |                    |     |      |                                                                  |
| a.                                                                                                                                                                | Create targeted zoning standards specific to the Core Neighborhoods depicted on the Future Land Use Map to allow for compatible infill and redevelopment.                           | Regulation  | X                  |     |      | Development Services, Planning & Zoning Commission, City Council |
| b.                                                                                                                                                                | Continue to support code enforcement efforts through adequate staffing and technology needs.                                                                                        | Policy      | X                  | X   | X    | Code Enforcement, Development Services, City Council             |
| c.                                                                                                                                                                | Develop partnerships with community organizations to assist homeowners with home improvements and facade repairs.                                                                   | Partnership | X                  |     |      | Development Services, City Council                               |

Refer to page 47 for a description of the action types and timeframes.

| ACTIONS                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                    | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|---------------------------------------------------------------------------------|
|                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                    |             | 0-2                | 3-5 | 6-10 |                                                                                 |
| d.                                                                                                                                                                                                          | Continue to build working relationships with neighborhood groups and HOAs to ensure effective communication regarding safety, upkeep, service delivery, and community amenities                                                                                    | Partnership | X                  | X   | X    | Community Services or Neighborhood Services, Development Services, City Council |
| e.                                                                                                                                                                                                          | Encourage the creation of more HOAs to efficiently maintain community standards.                                                                                                                                                                                   | Policy      | X                  | X   | X    | Community Services or Neighborhood Services, Development Services, City Council |
| f.                                                                                                                                                                                                          | Create a log of vacant, dilapidated structures or non-conforming uses and structures. Maintain log with up-to-date information and continue to support code enforcement activities.                                                                                | Program     | X                  |     |      | Community Services or Neighborhood Services, Development Services, City Council |
| <b>GOAL 2: LAND USE AND DESIGN   SHERMAN PROMOTES HIGH QUALITY, BALANCED, AND FLEXIBLE DEVELOPMENT PATTERNS THAT SUPPORT EXISTING RESIDENTS AND MANAGES FUTURE GROWTH IN A FISCALLY SUSTAINABLE MANNER.</b> |                                                                                                                                                                                                                                                                    |             |                    |     |      |                                                                                 |
| <b>Strategy 2.1: Adopt and ensure the consistent application of the Future Land Use Map to guide the growth and development of Sherman.</b>                                                                 |                                                                                                                                                                                                                                                                    |             |                    |     |      |                                                                                 |
| a.                                                                                                                                                                                                          | Consistently utilize the Future Land Use Map when reviewing development proposals and rezoning applications. Use the map to assist landowners, prospective builders, and other entities such as the Economic Development Corporation (EDC) to plan for the future. | Policy      | X                  | X   | X    | Development Services, Planning & Zoning Commission, City Council, EDC           |
| b.                                                                                                                                                                                                          | Partner with local ISDs to plan for future school population and facility needs, including coordination of school sites in future neighborhoods, infrastructure and access needs, and other partnership opportunities.                                             | Partnership | X                  | X   | X    | Development Services, City Council, ISD                                         |
| c.                                                                                                                                                                                                          | Create and follow a process for Future Land Use Map amendments to ensure that proposed changes are analyzed consistently with the comprehensive plan vision.                                                                                                       | Policy      | X                  |     |      | Development Services, Planning & Zoning Commission, City Council                |
| d.                                                                                                                                                                                                          | Promote community growth at activity centers and key corridors to create a balance of land uses across the Sherman community.                                                                                                                                      | Policy      | X                  | X   | X    |                                                                                 |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                                                       |                                                                                                                                                                  | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                   |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|------------------------------------------------------------------|
|                                                                                                               |                                                                                                                                                                  |             | 0-2                | 3-5 | 6-10 |                                                                  |
| Strategy 2.2: Maintain and update development codes to achieve the community’s desired character and quality. |                                                                                                                                                                  |             |                    |     |      |                                                                  |
| a.                                                                                                            | Review and update Sherman’s land development codes to ensure quality site design standards for commercial, industrial and high-density residential developments. | Regulation  | X                  | X   | X    | Development Services, Planning & Zoning Commission, City Council |
| b.                                                                                                            | Assess and update the subdivision regulations to ensure consistent land development standards in the ETJ and City Limits.                                        | Regulation  | X                  |     |      | Development Services, Engineering                                |
| c.                                                                                                            | Study the feasibility of using a fiscal impact analysis tool to assess new development.                                                                          | Study       | X                  |     |      | Development Services                                             |
| d.                                                                                                            | Prepare urban design guidelines that can be applied to high density centers and corridors and/or overlay areas and historic districts.                           | Regulation  | X                  |     |      | Development Services, Planning & Zoning Commission, City Council |
| e.                                                                                                            | Promote the co-location of future schools, neighborhood centers, parks, and trails.                                                                              | Policy      | X                  | X   | X    | Development Services, Planning & Zoning Commission, City Council |
| f.                                                                                                            | Consider establishing a Tree Preservation Ordinance.                                                                                                             | Policy      | X                  |     |      | Development Services, Planning & Zoning Commission, City Council |
| Strategy 2.3: Support placemaking efforts that enhance the community character of Sherman.                    |                                                                                                                                                                  |             |                    |     |      |                                                                  |
| a.                                                                                                            | Pursue national recognitions to establish Sherman as a community of choice.                                                                                      | Program     | X                  | X   | X    | Development Services, City Council, EDC, Tourism/Main Street     |
| b.                                                                                                            | Develop a “buy local” campaign to continuously promote Sherman area businesses.                                                                                  | Program     | X                  | X   | X    | Development Services, City Council, EDC, Tourism/Main Street     |
| c.                                                                                                            | Pursue, promote, and encourage public art and distinctive design in public spaces.                                                                               | Program     | X                  | X   | X    | Development Services, City Council, EDC, Tourism/Main Street     |
| d.                                                                                                            | Continue to encourage more event spaces and activities for entertainment and attractions to increase local and regionally serving users.                         | Program     | X                  | X   | X    | Development Services, City Council, EDC                          |

Refer to page 47 for a description of the action types and timeframes.

| ACTIONS                                                                                                                                             |                                                                                                                                                                                                                      | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|------------------------------------------------------------------|
|                                                                                                                                                     |                                                                                                                                                                                                                      |             | 0-2                | 3-5 | 6-10 |                                                                  |
| e.                                                                                                                                                  | Maximize tree cover along pedestrian corridors and in association with public gathering spaces.                                                                                                                      | Program     |                    | X   |      | Development Services, Engineering, Parks and Recreation          |
| f.                                                                                                                                                  | Create additional programs to support the creation, attraction, retention, and expansion of local businesses.                                                                                                        | Program     |                    | X   |      | Development Services, EDC                                        |
| <b>Strategy 2.4: Ensure effective communication with developers regarding regulatory requirements and implementing the vision of the community.</b> |                                                                                                                                                                                                                      |             |                    |     |      |                                                                  |
| a.                                                                                                                                                  | Hold annual round table discussions with the development community to solicit feedback and maintain awareness of regulatory changes.                                                                                 | Program     | X                  | X   | X    | Development Services                                             |
| b.                                                                                                                                                  | Continually maintain and update online mapping, development guides, and other pertinent development information on the City's website and in the offices.                                                            | Program     | X                  | X   | X    | Development Services                                             |
| c.                                                                                                                                                  | Develop new administrative forms, guides, and other education resources or processes to effectively implement updates to Sherman's land development code.                                                            | Program     | X                  |     |      | Development Services                                             |
| d.                                                                                                                                                  | Prepare a compatibility matrix that assists staff in assessing potential land use conflicts resulting from a development proposal and identifies possible mitigation measures.                                       | Program     | X                  |     |      | Development Services                                             |
| e.                                                                                                                                                  | Communicate the comprehensive plan vision and regulatory requirements during pre-application meetings by creating a meeting notes template that directs potential applicants to important documents and regulations. | Program     | X                  | X   | X    | Development Services                                             |
| f.                                                                                                                                                  | Continue to regularly review proposed amendments to the development code and submit annual update proposals to the P&Z Commission and City Council.                                                                  | Program     | X                  | X   | X    | Development Services, Planning & Zoning Commission, City Council |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                                                                                    |                                                                                                                                                                                                                                                   | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|---------------------------------------------------------------|
|                                                                                                                                            |                                                                                                                                                                                                                                                   |             | 0-2                | 3-5 | 6-10 |                                                               |
| Strategy 2.5: Develop gateway features and wayfinding that delineate the boundaries of the City and guide visitors to key destinations.    |                                                                                                                                                                                                                                                   |             |                    |     |      |                                                               |
| a.                                                                                                                                         | Pursue the creation of gateway entry features along US-75 northbound and southbound into the City of Sherman to help delineate and brand the community.                                                                                           | Program     | X                  |     |      | Engineering, Tourism/Main Street, EDC, Development Services   |
| b.                                                                                                                                         | Develop a cohesive wayfinding signage plan in key locations that direct residents and visitors to community destinations.                                                                                                                         | Program     |                    | X   |      | Engineering, Tourism/Main Street, EDC, Development Services   |
| c.                                                                                                                                         | Work with TxDOT to locate directional signage to important community destinations such as downtown, Austin College, etc.                                                                                                                          | Program     |                    | X   |      | Engineering, Tourism/Main Street, EDC, Development Services   |
| GOAL 3: MOBILITY   SHERMAN HAS A BALANCED AND DIVERSE TRANSPORTATION NETWORK OF SAFE, CONNECTED, ATTRACTIVE STREETS, TRAILS, AND PATHWAYS. |                                                                                                                                                                                                                                                   |             |                    |     |      |                                                               |
| Strategy 3.1: Provide for a safe and well-maintained transportation system in Sherman.                                                     |                                                                                                                                                                                                                                                   |             |                    |     |      |                                                               |
| a.                                                                                                                                         | Regularly assess pavement conditions throughout the community, primarily in older areas where additional investments may be needed.                                                                                                               | Program     | X                  | X   | X    | Engineering, Public Works, Development Services               |
| b.                                                                                                                                         | In conjunction with street rehabilitation or other public improvement projects, construct or reconstruct sidewalks where they do not exist or are in poor condition (particularly adjacent to schools, parks, public buildings, and the college). | Program     | X                  | X   | X    | Engineering, Public Works, Development Services               |
| c.                                                                                                                                         | Provide regular maintenance on pedestrian amenities including crosswalks and signals, replacing obsolete traffic signs and synchronizing traffic signals.                                                                                         | Program     | X                  | X   | X    | Engineering, Public Works, Development Services               |
| d.                                                                                                                                         | Allocate more resources to the maintenance of roadways throughout the City based on pavement condition.                                                                                                                                           | Policy      | X                  | X   | X    | Engineering, Public Works, Development Services, City Council |

Refer to page 47 for a description of the action types and timeframes.

| ACTIONS |                                                                                                                                                                                                                                                                                                                    | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                                                     |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|----------------------------------------------------------------------------------------------------|
|         |                                                                                                                                                                                                                                                                                                                    |             | 0-2                | 3-5 | 6-10 |                                                                                                    |
| e.      | Rehabilitate streets where railroad tracks have been removed.                                                                                                                                                                                                                                                      | Program     |                    | X   |      | Engineering, Public Works, Development Services<br>Engineering, Public Works, Development Services |
| f.      | Ensure connectivity of the street network for effective police and emergency response.                                                                                                                                                                                                                             | Policy      | X                  |     |      | Engineering, Public Works, Development Services                                                    |
| g.      | Take appropriate steps to enhance safety in school vicinities given traffic and vehicle queuing related to parent pick-up and drop-off.                                                                                                                                                                            | Policy      | X                  |     |      | Engineering, Development Services, ISD                                                             |
| h.      | Prioritize bicyclist and pedestrian safety by providing more locations for cyclists and pedestrians to safely cross the major corridors and separating or buffering cyclists and pedestrians from vehicular traffic whenever possible.                                                                             | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                                                    |
| i.      | Implement neighborhood traffic calming measures, as appropriate, to reduce speeding and cut-through traffic.                                                                                                                                                                                                       | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                                                    |
| j.      | Pursue access management policies and regulations to reduce conflict points and enhance traffic flow and safety on major thoroughfares. Update relevant development codes to ensure developers provide alternate travel routes within the overall street network to relieve the traffic burden on major arterials. | Regulation  | X                  | X   | X    | Engineering, Public Works, Development Services                                                    |
| k.      | Monitor the visibility of traffic control and directional signage.                                                                                                                                                                                                                                                 | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                                                    |
| l.      | Target traffic enforcement efforts to areas of particular concern for safety.                                                                                                                                                                                                                                      | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                                                    |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                          | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                     |
|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|--------------------------------------------------------------------|
|                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                          |             | 0-2                | 3-5 | 6-10 |                                                                    |
| m.                                                                                                                                           | Take appropriate steps, in coordination with railroad companies, to improve safety at busy railroad crossings. Install railroad crossing arms at all road intersections with the railroad. To enhance safety, applicable pavement markings and signage should also be installed. Long-term safety and congestion solutions may include the possibility of additional railroad under/overpasses at the most significant locations.        | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                    |
| <b>Strategy 3.2: Proactively plan for a multimodal transportation system to reduce congestion and accommodate anticipated travel demand.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |                    |     |      |                                                                    |
| a.                                                                                                                                           | Determine appropriate requirements for sidewalk installation with new development and street construction/rehabilitation. Update relevant codes with construction requirements.                                                                                                                                                                                                                                                          | Regulation  | X                  |     |      | Engineering, Public Works, Development Services                    |
| b.                                                                                                                                           | Clarify the City's role relative to private property owners for sidewalk maintenance and repair and the potential need for maintenance standards to ensure consistency.                                                                                                                                                                                                                                                                  | Policy      | X                  |     |      | Engineering, Public Works, Development Services, City Council      |
| c.                                                                                                                                           | Complete a citywide sidewalk inventory to highlight gaps in the existing sidewalk system, areas with no sidewalks at all, areas where sidewalks are in need of repair or replacement, and areas with the most substantial pedestrian activity where sidewalks are most needed. The City along with Sherman ISD should also submit a grant proposal to the Texas Safe Routes to School (SRTS) program to secure external funding support. | Study       | X                  |     |      | Engineering, Public Works, Development Services, ISD, City Council |
| d.                                                                                                                                           | Continue to enhance ADA mobility as streets, intersections, and sidewalks are reconstructed.                                                                                                                                                                                                                                                                                                                                             | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                    |
| e.                                                                                                                                           | Identify possible roadways appropriate for bike lanes. Many of the City's roadways are currently wide enough to accommodate bike lanes without the need for additional right-of-way acquisition or street widening. Incorporate alignments suggested in the Trail Master Plan to integrate the trail and bike networks.                                                                                                                  | Study       | X                  |     |      | Engineering, Public Works, Development Services                    |

Refer to page 47 for a description of the action types and timeframes.

| ACTIONS                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                           | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|---------------------------------------------------------------------------------------------|
|                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                           |             | 0-2                | 3-5 | 6-10 |                                                                                             |
| f.                                                                                                                                                  | Prioritize intersections in the community that are heavily used by pedestrians and implement safety improvements. Intersections should be prioritized based on use and pedestrian risk. Improvements could include walk overs; installing accessible ramps for persons with disabilities; marked, signed, and/or signaled pedestrian crossings; and pedestrian-actuated signal detectors. | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                                             |
| g.                                                                                                                                                  | Target pedestrian/bicycle improvements at key locations within the community including the Downtown area and around schools, parks, and other public places.                                                                                                                                                                                                                              | Program     |                    | X   |      | Engineering, Public Works, Development Services                                             |
| h.                                                                                                                                                  | Add specific pedestrian and bicycle criteria to the site plan review process when large commercial sites are proposed. These criteria may include designation of pedestrian connections to surrounding developments, internal pedestrian and bicycle circulation, bike parking locations, and parking lot safety.                                                                         | Regulation  | X                  |     |      | Engineering, Public Works, Development Services, City Council, Planning & Zoning Commission |
| i.                                                                                                                                                  | Create walkable neighborhoods as future development and redevelopment continues. Availability of nearby services and frequent destinations (school, church, restaurants, grocery store, convenience store, dry cleaners, parks, etc.) allow residents to make shorter trips on foot or by bike rather than getting in their cars and driving for every errand.                            | Program     | X                  | X   | X    | Engineering, Public Works, Development Services                                             |
| <b>Strategy 3.3: Expand Sherman's transportation system in a context-sensitive manner to respect community character, connectivity, and safety.</b> |                                                                                                                                                                                                                                                                                                                                                                                           |             |                    |     |      |                                                                                             |
| a.                                                                                                                                                  | Consider incorporating provisions into the City's land development regulations authorizing it to require a traffic impact analysis (TIA) study if projected traffic from a particular development site would exceed a certain established traffic generation threshold or specified development conditions.                                                                               | Regulation  | X                  |     |      | Engineering, Public Works, Development Services                                             |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)         |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|--------------------------------------------------------|
|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             | 0-2                | 3-5 | 6-10 |                                                        |
| b.                                                                     | Promote neighborhood integrity through appropriate street, sidewalk, and crosswalk design, including protection of mature trees in all road construction and rehabilitation.                                                                                                                                                                                                                                                                                                          | Policy      | X                  | X   | X    | Engineering, Public Works, Development Services        |
| c.                                                                     | Continue to advocate for US-75 reconstruction to upgrade various on and off ramps to contemporary design standards that improve traffic flow and safety. Also, ensure that any improvement of US-75 to interstate standards maintains the same level of accessibility to the heart of Downtown. Entrances and exits to US-75 are the lifeblood of Sherman's economic engine, so any loss of accessibility could have detrimental effects upon local mobility and business operations. | Partnership | X                  | X   | X    | Engineering, Public Works, Development Services        |
| d.                                                                     | Continue work with other agencies in the spirit of intergovernmental cooperation. Projects involving the City and other governmental entities should be evaluated as a means for achieving transportation projects that are regional in scale.                                                                                                                                                                                                                                        | Partnership | X                  | X   | X    | Engineering, Public Works, Development Services        |
| e.                                                                     | Revise Sherman's development codes to include character-based street cross-sections that carefully balance mobility and infrastructure needs with streetscape aesthetic design. Specify street cross section requirements and design standards in the subdivision ordinance.                                                                                                                                                                                                          | Policy      | X                  |     |      | Engineering, Public Works, Development Services        |
| <b>Strategy 3.4: Enhance and expand public transportation options.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                    |     |      |                                                        |
| a.                                                                     | Explore ways the City can support expanded local transit services, especially to benefit the area's senior population and households without automobiles.                                                                                                                                                                                                                                                                                                                             | Study       | X                  | X   | X    | Development Services, City Council, Grayson County MPO |

Refer to page 47 for a description of the action types and timeframes.

| ACTIONS                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                     | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|----------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                     |             | 0-2                | 3-5 | 6-10 |                                                                                                          |
| b.                                                                                                                                                               | Consider potential transit service options to Blalock Industrial Park and Grayson Community College given their relatively remote locations. Given limited resources and the high cost of providing transit/shuttle service, the City should consider forming a partnership with the County and/or Austin College or local employers to provide a service that would be mutually beneficial to all. | Program     | X                  | X   | X    | Development Services, City Council, TxDOT, Grayson Community College, Austin College, Grayson County MPO |
| c.                                                                                                                                                               | Initiate conversations with TxDOT regarding future plans for streets, bridges, pedestrian improvements and potential turn back options for key Sherman thoroughfares.                                                                                                                                                                                                                               | Partnership | X                  |     |      | Development Services, City Council, TxDOT                                                                |
| <b>Strategy 3.5: Build a safe, connected community-wide system of trails which create linkages to greenspaces, parks, neighborhoods, and local destinations.</b> |                                                                                                                                                                                                                                                                                                                                                                                                     |             |                    |     |      |                                                                                                          |
| a.                                                                                                                                                               | Implement the Sherman Trails Master Plan to increase access to trails across the community.                                                                                                                                                                                                                                                                                                         | Policy      | X                  |     |      | Parks and Recreation, Development Services, City Council                                                 |
| b.                                                                                                                                                               | Update the development codes to include the trail dedication and improvement requirements.                                                                                                                                                                                                                                                                                                          | Regulation  | X                  |     |      | Parks and Recreation, Development Services, City Council                                                 |
| c.                                                                                                                                                               | Begin process to acquire abandoned railroad right-of-way for trail development.                                                                                                                                                                                                                                                                                                                     | Program     | X                  |     |      | Parks and Recreation, Development Services, City Council                                                 |
| d.                                                                                                                                                               | Seek out creative financing opportunities for trail projects such as federal and state grants, partnerships with other entities, sponsorships and volunteer-based efforts.                                                                                                                                                                                                                          | Policy      | X                  | X   | X    | Parks and Recreation, Development Services                                                               |
| e.                                                                                                                                                               | Maintain adequate funding for maintenance of trails, trail amenities, sidewalk connections, easements, and staffing.                                                                                                                                                                                                                                                                                | Policy      | X                  | X   | X    | Parks and Recreation, Development Services                                                               |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                                                                                                |                                                                                                                                                                                                                                 | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|-------------------------------------------------|
|                                                                                                                                                        |                                                                                                                                                                                                                                 |             | 0-2                | 3-5 | 6-10 |                                                 |
| GOAL 4: LIVABILITY   SHERMAN OFFERS A COMPLETE COMMUNITY EXPERIENCE WITH A VARIETY OF QUALITY LIFESTYLE AMENITIES FOR ALL.                             |                                                                                                                                                                                                                                 |             |                    |     |      |                                                 |
| Strategy 4.1: Create and maintain strong partnerships with education providers and community groups to achieve community goals and foster civic pride. |                                                                                                                                                                                                                                 |             |                    |     |      |                                                 |
| a.                                                                                                                                                     | Encourage business and retail development downtown that are destinations for residents and visitors.                                                                                                                            | Policy      | X                  | X   | X    | EDC, Development Services, City Council         |
| b.                                                                                                                                                     | Pursue an interlocal agreement with Sherman ISD, Austin College, and/or other institutions to make appropriate facilities available to the public during certain days/hours.                                                    | Partnership |                    | X   |      | Sherman ISD, Austin College, City Council       |
| c.                                                                                                                                                     | Partner with Sherman ISD to promote desirability and attractiveness to homebuyers and employers through strategic planning towards common goals.                                                                                | Partnership | X                  | X   | X    | Sherman ISD, Development Services, City Council |
| Strategy 4.2: Prioritize integrated and well-planned utility infrastructure to serve desired growth.                                                   |                                                                                                                                                                                                                                 |             |                    |     |      |                                                 |
| a.                                                                                                                                                     | Align the Sherman Capital Improvement Plan (CIP) and other prioritized infrastructure investments to be coordinated and constructed in a manner consistent with the Future Land Use Map and associated long-range master plans. | Policy      | X                  | X   | X    | Engineering, Development Services, City Council |
| b.                                                                                                                                                     | Evaluate the cost of public infrastructure for new development with the goal of not disproportionately impacting existing taxpayers and ratepayers.                                                                             | Policy      | X                  | X   | X    | Engineering, Development Services, City Council |
| c.                                                                                                                                                     | Prioritize upgrades and appropriate infrastructure improvements in strategic growth and revitalization areas to enhance values and investments.                                                                                 | Policy      | X                  | X   | X    | Engineering, Development Services, City Council |
| d.                                                                                                                                                     | Seek targeted improvements in pedestrian mobility between downtown, near-downtown residential and employment areas.                                                                                                             | Policy      | X                  | X   | X    | Engineering, Development Services, City Council |

Refer to page 47 for a description of the action types and timeframes.

| ACTIONS                                                                                                                                                  |                                                                                                                                                                                                                                                              | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|-------------------------------------------------------------------------------------------|
|                                                                                                                                                          |                                                                                                                                                                                                                                                              |             | 0-2                | 3-5 | 6-10 |                                                                                           |
| Strategy 4.3: Encourage redevelopment and activity in downtown Sherman with locally-owned businesses, shopping, dining, and entertainment opportunities. |                                                                                                                                                                                                                                                              |             |                    |     |      |                                                                                           |
| a.                                                                                                                                                       | Initiate a Downtown Action Plan to coordinate rapid development and strategies to improve and prepare downtown Sherman for the future.                                                                                                                       | Study       | X                  |     |      | Development Services                                                                      |
| b.                                                                                                                                                       | Coordinate with the Tourism and Main Street Office to work with landowners, business owners and prospective tenants to boldly invest and improve downtown buildings.                                                                                         | Partnership | X                  | X   | X    | Tourism/Main Street, EDC, Development Services, City Council                              |
| c.                                                                                                                                                       | Continue to utilize TIRZ funding sources for downtown improvements.                                                                                                                                                                                          | Program     | X                  | X   | X    | Development Services, City Council, Planning & Zoning Commission, Tourism and Main Street |
| d.                                                                                                                                                       | Consider an audit of public and private properties that are most likely or most desired to change use or character within 10 years to understand how the downtown is mostly likely to evolve.                                                                | Study       | X                  |     |      | Development Services, City Council, Planning & Zoning Commission, Tourism/Main Street     |
| e.                                                                                                                                                       | Revise the development codes to encourage and incentivize residential, retail and appropriate entertainment options downtown to enhance activity.                                                                                                            | Regulation  | X                  |     |      | Development Services, City Council, Planning & Zoning Commission, Tourism and Main Street |
| f.                                                                                                                                                       | Identify elements of the building code that are impediments for downtown building owners/renovators and consider adoption of the Existing Building Code for the downtown area.                                                                               | Program     | X                  |     |      | Development Services, City Council, Planning & Zoning Commission, Tourism and Main Street |
| g.                                                                                                                                                       | Initiate a parking study to assess parking demand and determine ideal locations for future parking garages.                                                                                                                                                  | Program     | X                  |     |      | Development Services, City Council, Planning & Zoning Commission, Tourism and Main Street |
| h.                                                                                                                                                       | Discourage the continuation or expansion of the Jail, Probation Office, or other uses related to criminal enforcement in the Downtown. City to coordinate with the County on alternative locations that would allow for appropriate expansion of these uses. | Partnership | X                  |     |      | Development Services, City Council, Grayson County                                        |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                                                                                                                                |                                                                                                                                                                                          | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|------------------------------------------------|
|                                                                                                                                                                                        |                                                                                                                                                                                          |             | 0-2                | 3-5 | 6-10 |                                                |
| Strategy 4.4: Build upon and promote signature regional attractions, events, and destinations within Sherman.                                                                          |                                                                                                                                                                                          |             |                    |     |      |                                                |
| a.                                                                                                                                                                                     | Increase opportunities for community events and programming in the square, parks, and public spaces downtown that celebrate Sherman’s culture and identity.                              | Policy      | X                  | X   | X    | Tourism and Main Street                        |
| Strategy 4.5: Expand Sherman’s burgeoning economy through targeted economic development initiatives, marketing, destination attractions, and community support of quality development. |                                                                                                                                                                                          |             |                    |     |      |                                                |
| a.                                                                                                                                                                                     | Ramp up marketing efforts to showcase Sherman’s community assets and potential to entice new investment.                                                                                 | Program     | X                  | X   | X    | Development Services, EDC                      |
| b.                                                                                                                                                                                     | Continue the strong relationship with the EDC to sustain an effective and coordinated business attraction, retention, and expansion (BRE) program.                                       | Partnership | X                  | X   | X    | Development Services, EDC                      |
| c.                                                                                                                                                                                     | Continue successful efforts to recruit high-quality employers while also shifting focus toward community livability by investing in quality -of-life improvements.                       | Program     | X                  | X   | X    | Development Services, EDC                      |
| Strategy 4.6: Provide park and recreation amenities that are inclusive and accessible to all residents.                                                                                |                                                                                                                                                                                          |             |                    |     |      |                                                |
| a.                                                                                                                                                                                     | Update the Sherman Parks Master Plan to position the community for future improvements in an expanding park and recreation system.                                                       | Study       |                    | X   |      | Parks and Recreation, City Council             |
| b.                                                                                                                                                                                     | Recognize the positive impacts of open space and recreational opportunities on property values and for prospective residents and employers by prioritizing spending on parks and trails. | Policy      | X                  | X   | X    | Parks and Recreation, City Council             |
| c.                                                                                                                                                                                     | Update Development Code to add requirements for park dedication as part of new development.                                                                                              | Regulation  | X                  |     |      | Parks and Recreation, Development Services     |

Refer to page 47 for a description of the action types and timeframes.

| ACTIONS                                                                                                                   |                                                                                                                                                                                                                    | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)           |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|----------------------------------------------------------|
|                                                                                                                           |                                                                                                                                                                                                                    |             | 0-2                | 3-5 | 6-10 |                                                          |
| d.                                                                                                                        | Invest in public parks so that existing and future Sherman parks are carefully designed and maintained to be safe and comfortable public gathering places.                                                         | Policy      | X                  | X   | X    | Parks and Recreation, City Council                       |
| e.                                                                                                                        | During the Sherman Parks Master Plan update, explore the possibility of preserving a large piece of open space for either regional parkland or sensitive natural area preservation.                                | Study       |                    | X   |      | Parks and Recreation, Development Services, City Council |
| <b>Strategy 4.7: Sustain a forward thinking, high-performing, and accountable City government and municipal services.</b> |                                                                                                                                                                                                                    |             |                    |     |      |                                                          |
| a.                                                                                                                        | Regularly evaluate Police and Fire Department resource needs.                                                                                                                                                      | Study       | X                  | X   | X    | Fire Department, Police Department                       |
| b.                                                                                                                        | Continue to maintain or expand support to offer police and fire safety-related community service and educational programs to the Sherman community.                                                                | Program     | X                  | X   | X    | Fire Department, Police Department, City Administration  |
| c.                                                                                                                        | Prepare annual departmental budgets and five-year budget projections following directives from this Plan to ensure alignment and compliance with long-range planning goals.                                        | Program     | X                  | X   | X    | City Manager, Finance                                    |
| d.                                                                                                                        | Continue to develop, maintain, and champion the consolidated “Sherman Tomorrow” planning framework to promote integrated long-range planning for the community.                                                    | Policy      | X                  | X   | X    | Development Services, City Manager, City Council         |
| e.                                                                                                                        | Conduct an analysis of City-owned governmental facilities in Sherman to determine adequate capacity and location suitability to ensure long-term space and resources for staff and service delivery to the public. | Study       | X                  | X   | X    | Development Services, Fire Department, Police Department |
| f.                                                                                                                        | Regularly evaluate Development Services staff and resource needs and add employees commensurate with need due to growth and workload.                                                                              | Study       | X                  | X   | X    | Development Services                                     |

Refer to page 47 for a description of the action types and timeframes.



| ACTIONS                                                                                   |                                                                                                                                                                                                                             | ACTION TYPE | TIME FRAME (YEARS) |     |      | INVOLVED DEPARTMENTS (AND PARTNERING ENTITIES)          |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----|------|---------------------------------------------------------|
|                                                                                           |                                                                                                                                                                                                                             |             | 0-2                | 3-5 | 6-10 |                                                         |
| g.                                                                                        | Track comprehensive plan implementation timing and progress of initiatives through a comprehensive management software (e.g. Smartsheet).                                                                                   | Program     | X                  | X   | X    | Development Services                                    |
| h.                                                                                        | Establish an Annual Progress Report process to benchmark comprehensive plan implementation through integration of applicable departments, accountability, and comprehensive public reports on plan progress and amendments. | Policy      | X                  | X   | X    | Development Services, City Council, City Administration |
| i.                                                                                        | Establish and undertake a staff-led 5-Year Plan Update process within five years of Plan adoption.                                                                                                                          | Program     |                    | X   |      | Development Services, City Council                      |
| j.                                                                                        | Undertake a 10-Year Plan Update within 10 years of plan adoption.                                                                                                                                                           | Program     |                    |     | X    | Development Services, City Council                      |
| <b>Strategy 4.8: Facilitate development of acute-care hospital facilities in Sherman.</b> |                                                                                                                                                                                                                             |             |                    |     |      |                                                         |
| a.                                                                                        | Continue with third-party consultants and developers on plans for construction of acute-care facilities.                                                                                                                    | Program     | X                  | X   |      | City Manager, Development Services                      |

Refer to page 47 for a description of the action types and timeframes.



Halff Associates, INC. 13620 Briarwick Drive, Suite 100 Austin, TX 78729