

#DAYTON TOMORROW 2035

# COMPREHENSIVE PLAN

EXECUTIVE SUMMARY



ADOPTED NOVEMBER X, 2017



## WHAT IS A COMPREHENSIVE PLAN?

Dayton's Comprehensive Plan reflects the work of just over a year-long planning and citizen involvement process resulting in the City's first ever Comprehensive Plan. The plan's findings and strategies focus on the physical and economic aspects of Dayton's growth and development over a 20-year planning horizon. One goal of the Comprehensive Plan is to develop a unified vision, guiding principles, and "big picture" strategies that provide overarching guidance for current and future decision-makers. The implementation section helps to ground these recommendations in reality by prioritizing short-, mid-, and long-term strategies - with an emphasis on near-term "catalysts" that activate desired change.

## #DAYTONTOMORROW2035

Dayton's focus on long-range planning generated a simple, but effective brand for this comprehensive planning effort - "Dayton Tomorrow." Later in the planning process, a hashtag was added to the comprehensive plan brand as a means to recognize the importance of social media today, and also to keep the plan "alive" following adoption and during the implementation phase. The plan celebrates Dayton's rich history and traditions by building on the community's unique assets and most recent accomplishments. It also identifies existing challenges (Existing City) and future opportunities (Future City). A balanced approach to planning will enable the community to leverage resources and achievements, while at the same time, establish realistic goals and expectations. Following adoption, the plan must operate as a "work in progress" that is regularly revisited to account for inevitable shifts in Dayton's land use and growth, transportation and mobility, and economy and amenities.

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## PLANNING OUTCOMES

Both the planning process and adopted plan have the end result of:

- ▶ Unifying the City's vision and associated goals regarding the future growth and enhancement of the community, improvements in the transportation network, and continued economic prosperity for all existing and future Dayton citizens;
- ▶ Strengthening partnerships, communication channels, and sense of unified direction across all public, non-profit, and private community stakeholders;
- ▶ Engaging widespread citizen involvement in the identification and prioritization of leading community issues and opportunities;
- ▶ Guiding regulatory strategies to ensure community values and desired outcomes are managed and promoted, particularly community character;
- ▶ Providing greater predictability for residents, land owners, developers, and potential investors; and
- ▶ Fulfilling Texas Local Government Code (TLG) guidance, especially with the intent of promoting sound development, public health, safety, and welfare for existing and future Dayton citizens.

## FROM PLAN TO ACTION

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

- ☑ **Programs and initiatives** prioritized through the City’s annual budget process, including routine, but essential, functions such as code enforcement and park maintenance;
- ☑ Major **capital investments** financed through the general fund and other public finance mechanisms;
- ☑ New and amended City **regulations and standards** closely linked to the plan’s objectives (and associated review and

approval procedures in the case of land development, subdivision, and zoning matters);

- ☑ Departmental work plans and staffing in key areas;
- ☑ Support for ongoing **targeted planning and studies** that will further clarify needs and strategies, including the City Council’s own strategic planning processes;
- ☑ Pursuit of external grant funding to supplement local funds and/or expedite certain projects; and
- ☑ Initiatives pursued through public and private **partnerships and coordination** that leverage resources and achieve successes that neither could accomplish alone.

## OVERARCHING PRINCIPLES

### LAND USE AND GROWTH

1. Dayton is a dynamic community that welcomes future quality growth opportunities, while embracing its current small-town character.
2. Dayton provides opportunities for future generations to live, work, play, and shop.
3. Dayton provides a high quality of life for all of its residents and visitors alike.
4. Dayton provides basic municipal services (e.g., water, sewer, drainage) to serve existing and future population needs’ health, welfare and safety.
5. Dayton has quality municipal facilities and services that establish an example for private investors to follow.
6. Dayton’s growth and development pattern is guided by strategic public and private investments.



## TRANSPORTATION AND MOBILITY

1. Dayton offers a system of roadways that are safe and convenient to facilitate mobility in the City, region, and state via different modes of transportation.
2. Dayton maintains and operates its existing network in a manner that preserves and extends the longevity of its roadway investments.
3. Dayton proactively secures funding for a new and expanded transportation network that connects the City to the greater Houston region in order to enhance its economic resiliency.

## ECONOMIC OPPORTUNITY

1. Dayton will continue to diversify the local economic base and strengthen and stabilize the tax base.
2. Dayton creates quality working environments that foster an attractive sense of place.

3. Dayton facilitates the development of retail and service opportunity for its residents.
4. Dayton ensures that a broad range of housing alternatives are available for employees, employers, and residents transitioning to various lifestyle stages.
5. Dayton proactively encourages dialogue between regional colleges and universities, private sector businesses and the City's public partners to create programs that will nurture innovation, entrepreneurship, and a high-quality workforce by making opportunities for life-long learning accessible to its residents.
6. Dayton's downtown, in particular, helps serve as the foundation for balancing economic growth and new development with older areas of the City.



# CITIZEN ENGAGEMENT

## “EARLY AND OFTEN”

The ability to implement the Comprehensive Plan is directly correlated to the amount of citizen participation and the sense of ownership derived from the just over year-long planning process. The City hired a consulting team of planners to spearhead the overall planning effort. The project team designed public involvement events to engage a wide variety of citizens at frequent check-in points and across multiple platforms. This engagement process provided opportunities for two-way communication between citizens and local government officials.

As part of the comprehensive planning process, citizens were provided multiple opportunities to complete a community survey to help identify community needs and innovative approaches to improve Dayton’s prosperity and quality of life. This ongoing survey helped to guide the plan’s findings and strategies by soliciting input from citizens who do not typically attend or voice opinions at traditional public meetings. Approximately 551 surveys were completed by community citizens and stakeholders. The survey complemented other engagement activities by providing an outlet to capture complete thoughts and comments in a written manner. Social media was also used to ensure participation at key milestone events during the planning process. In fact,

the use of social media gave way to the hashtag branding (#DaytonTomorrow2035), with a particular emphasis on continuing the comprehensive planning conversation long after plan adoption.

### THE FOLLOWING IS A LIST OF KEY PUBLIC ENGAGEMENT MILESTONES:

- July 29, 2016 **Project Kickoff**
- August 26, 2016 **Joint City/DCDC Workshop**
- September 6, 2016 **Stakeholder Listening Sessions**
- September 9, 2016 **Stakeholder Listening Sessions**
- October 26, 2016 **CPAC Meeting No. 1**
- November 30, 2016 **Big Picture Outreach Workshop**
- March 6, 2017 **Joint City/DCDC Workshop**
- April 26, 2017 **CPAC Meeting No. 2**
- June 29, 2017 **Open House**
- July 12, 2017 **CPAC Meeting No. 3**
- July 17, 2017 **Joint City/DCDC Workshop**
- October 2, 2017 **Public Hearing**



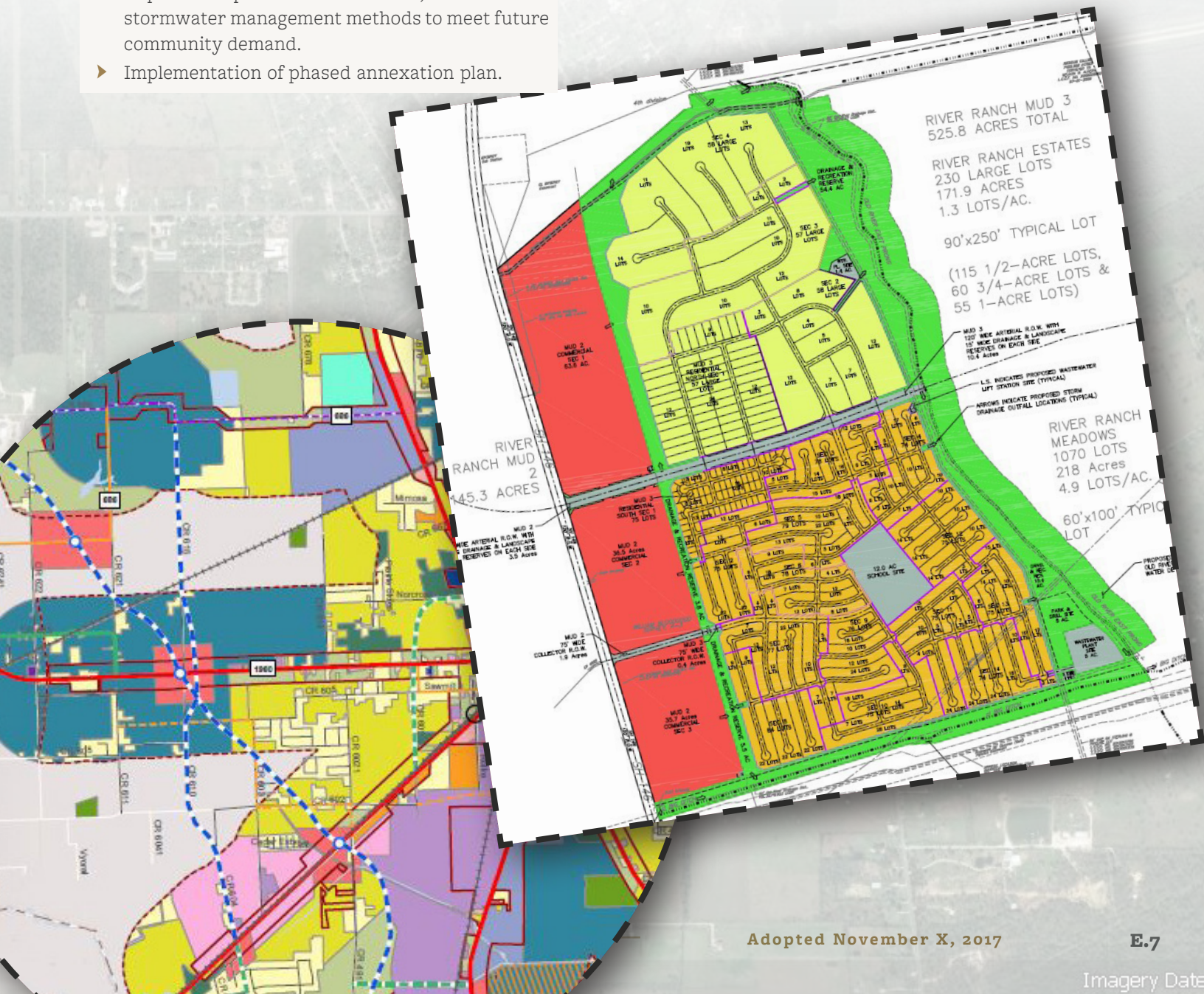
# LAND USE AND GROWTH

## STRATEGIC ACTION PRIORITIES

- ▶ A new neighborhood preservation ordinance for Dayton that provides flexibility to the development community, yet assurance to the City that developments will perform at higher quality standards.
- ▶ More “user-friendly” development regulations by transitioning to a Unified Land and Site Development Ordinance or Code.
- ▶ Enhance and refine the Capital Improvements Plan (CIP) process for identifying, prioritizing, and funding essential (i.e., water, sewer and stormwater) capital projects.
- ▶ Expedited provision of water, sewer and stormwater management methods to meet future community demand.
- ▶ Implementation of phased annexation plan.

## BY THE NUMBERS

- ▶ Over the course of the planning horizon, Dayton’s population is expected to grow by **2-3** times the current estimated population of **7,413**.
- ▶ Based on a median household size of **2.59**, an additional **6,000** homes will need to be supplied in Dayton in order to keep up with growing demand.
- ▶ In its first phase of development, the River Ranch MUD will add approximately **1,300** new single family residential homes to Dayton’s planning area.



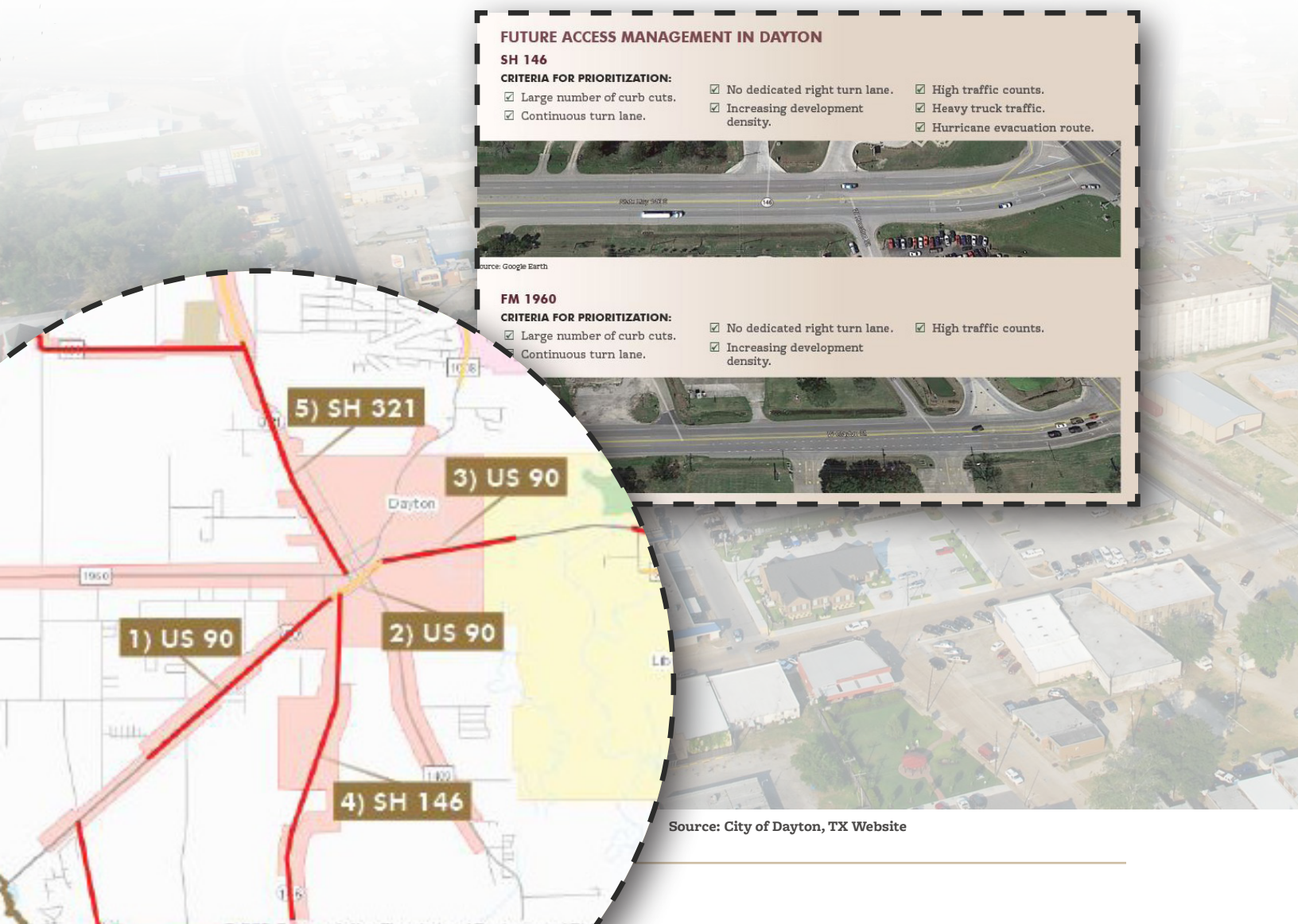
# TRANSPORTATION AND MOBILITY

## STRATEGIC ACTION PRIORITIES

- ▶ Funding commitment to local maintenance and new capital projects with a “high-impact” approach.
- ▶ A new cross-section design for the City that establishes a more modern approach to transportation planning, especially considering a complete streets approach.
- ▶ Measures that apply “smart” technology and a Transportation System Management (TSM) approach to major roadways, where efficient traffic flow and safety are a top priority.
- ▶ Actions that lead to a Bicycle and Pedestrian Master Plan.
- ▶ Implementation of the Thoroughfare Plan.

## BY THE NUMBERS

- ▶ The proposed Grand Parkway will bring a total of **4** interchanges to the Dayton planning area.
- ▶ A proposed multi-use sidewalk of approximately **1.62** miles could be the “spine” for the start of a bike and pedestrian master plan.
- ▶ Including the Grand Parkway, approximately **38** new miles of a roadway network are proposed for Dayton during the planning horizon.



### FUTURE ACCESS MANAGEMENT IN DAYTON

#### SH 146

##### CRITERIA FOR PRIORITIZATION:

- |  |   |   |
|--|---|---|
| <input checked="" type="checkbox"/> Large number of curb cuts. | <input checked="" type="checkbox"/> No dedicated right turn lane.   | <input checked="" type="checkbox"/> High traffic counts.        |
| <input checked="" type="checkbox"/> Continuous turn lane.      | <input checked="" type="checkbox"/> Increasing development density. | <input checked="" type="checkbox"/> Heavy truck traffic.        |
|  |   | <input checked="" type="checkbox"/> Hurricane evacuation route. |



Source: Google Earth

#### FM 1960

##### CRITERIA FOR PRIORITIZATION:

- |  |   |  |
|--|---|--|
| <input checked="" type="checkbox"/> Large number of curb cuts. | <input checked="" type="checkbox"/> No dedicated right turn lane.   | <input checked="" type="checkbox"/> High traffic counts. |
| <input checked="" type="checkbox"/> Continuous turn lane.      | <input checked="" type="checkbox"/> Increasing development density. |  |



Source: City of Dayton, TX Website



## ECONOMIC OPPORTUNITY

### STRATEGIC ACTION PRIORITIES

- ▶ Optimize the development potential of key strategic locations throughout Dayton.
- ▶ Accelerate a renewed commitment to growing and expanding small businesses in Dayton that serve as the basis for more entrepreneurial activity.
- ▶ Implement a systematic approach to comprehensive community beautification.
- ▶ Target business sector development through workforce and pipeline development.
- ▶ Promote a clear intention to redevelop Downtown.
- ▶ Make Dayton the premiere arts, culture and recreation destination in Liberty County.

### BY THE NUMBERS

- ▶ Dayton's total annual retail leakage is approximately **\$137,036,800**.
- ▶ Gulf Inland Logistics Park has a total of **1,500** acres of rail-served (two Class 1 rail carriers) property.
- ▶ The population within a five-mile retail trade area is approximately **24,182**.



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#DAYTON TOMORROW 2035

# COMPREHENSIVE PLAN

EXISTING CITY AND FUTURE CITY

ADOPTED NOVEMBER X, 2017

# ACKNOWLEDGEMENTS

## City Council

Jeff Lambright, Mayor  
 Dr. John S. Johnson, Mayor Pro Tem and Position 4  
 Josh Townsend, Position 1  
 Sherial L. Lawson, Position 2  
 Alvin Burress, Position 3  
 Troy Barton, Position 5

## Dayton Community Development Corporation (DCDC)

Dayton Community Development Corporation (DCDC)  
 Terri Beene  
 Chadwick Elmore  
 Glen Hajovsky  
 Nan Headrick  
 Wendell Null  
 Frosty Pruitt  
 Josh Townsend  
 Shane Burleigh  
 Tonya Smikal

## Planning Commission

Wendell Null (Chair)  
 Danny Jones (Vice Chair)  
 Bob Edwards  
 Eliza Mae Guidry  
 Isaac Love  
 Sharron Stovall  
 Betty Tankersley  
 Comprehensive Plan Advisory Committee (CPAC)  
 Jessica Johnson, Superintendent of Dayton ISD  
 Paula Moorhaj, Dayton Chamber of Commerce  
 Boyd Arnold, Retired Builder  
 Felix Skarpa , Ex-Mayor  
 Steven Skarpa , Skarpa Insurance  
 Kimberly Judge , City Planner  
 Bob Edwards, Real Estate Broker  
 Richard Till, Williamson Propane  
 Paul Talosig, All Star Kids Dental  
 Brooks Hiller, Heritage Mortgage

Robert Seaberg, Cardinal Dental  
 Aaron Holbrook , Rice Growers Assoc.  
 Cliff Richey, Thrif-Tee Grocery  
 Larry Harris, Shopping Center owner  
 Garry Masterson, Methodist Church  
 Larry Wilburn, Judge  
 Bob Bunch, Global Tubing  
 Neil Lux, Global Tubing  
 Salvador Herrera, Los Compadres & Dayton Sports Bar  
 Lee Love, Dayton Planning Commission  
 Charles Carden, Dayton Parks Board Member  
 Howie Howeth, Dayton Parks Board Member  
 Eliza Guidry, Dayton Planning Commission  
 Sharron Stovall, Dayton Planning Commission,

## City Management and Staff

Theo Melancon, City Manager  
 Rudy Zepeda, Assistant City Manager/CFO/HR Director  
 Kimberly Judge, Director of Planning  
 Melinda Soliday, City Secretary  
 Toby Stroughter, Public Works Director  
 James "Red" McDaniel, Director of Water and Wastewater  
 John Cain, Superintendent of Streets  
 John Headrick, Police Chief  
 Murphy Green, Volunteer Fire Chief

## DCDC Management and Staff

Courtland Holman, Executive Director  
 Sheila Martin, Analyst/Administrator

**Kendig Keast Collaborative**  
(Plan Consultant)

Bret Keast, AICP, Owner / CEO  
Gary Mitchell, AICP, President  
Aaron Tuley, AICP, Vice President  
Luis Núñez, Project Manager, Senior Associate  
Randy Anderson, AICP, Senior Associate

David Baird, AICP, Senior Associate  
Janis Burall, AICP, Senior Associate  
Sharon Cadena, Communication Design Associate  
Walt Stuart, Designer Marketing Specialist

**THANKS ALSO TO...**

Individual residents, business owners, property owners, community organizations, and others who participated in and contributed their insights and ideas to #DaytonTomorrow2035.





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# FUTURE CITY

## INTRODUCTION

**The Dayton Comprehensive Plan, #DaytonTomorrow2035, is intended to guide future development, redevelopment, and community enhancement efforts over the next 20 years through 2035. This plan serves as a framework for thoughtful community discussion on the real and perceived challenges facing Dayton currently, as well as the upcoming opportunities that will shape its future. Through long-range planning efforts, the community can accommodate its projected growth in a manner that preserves its history, culture, and overall quality of life for current and future residents.**

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

### COMPREHENSIVE PLAN FOCUS AREAS

- Land Use and Growth
- Transportation and Mobility
- Economic Opportunity

## PURPOSE

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

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

Through a comprehensive plan, a community determines how best to accommodate and manage its projected growth, as well as the redevelopment of older neighborhoods and commercial and industrial areas. The Dayton Comprehensive Plan is aimed at ensuring that ongoing development and redevelopment will proceed in an orderly, well-planned manner so that public facilities and services can keep pace and residents' quality of life will be enhanced. Significantly, by clarifying and stating the City's intentions regarding the area's physical development and infrastructure investment, the plan also creates a greater level of predictability for residents, land owners, developers, and potential investors.





## WHY PLAN?

Local planning allows the City of Dayton to have a greater measure of control over its future rather than simply reacting to change. Planning enables the City to manage future growth and development actively as opposed to reacting to development and redevelopment proposals on a case-by-case basis without adequate and necessary consideration of community-wide issues. The process for developing or updating a comprehensive plan involves major community decisions about where development and redevelopment will occur, the nature and extent of future development, and the community's capability to provide the necessary public services and facilities to support this development. This leads to pivotal discussions about what is "best" for the community and how everything from taxes to quality of life will be affected.

Long-range planning also provides an opportunity for the City's elected and appointed officials to step back from pressing, day-to-day issues and clarify their ideas on the kind of community they are trying to create and maintain. Through the plan development process, they can look

broadly at programs for neighborhoods, housing, economic development, and provision of public infrastructure and facilities and how these efforts may relate to one another. The comprehensive plan ultimately represents a "big picture" of the community and its near-term and longer-range future. Bottom line, the essential reasons for long-range planning include to:

- Providing a balance of land uses and services throughout the community to meet the needs and desires of the population.
- Ensuring adequate public facilities to meet the demands of future development and redevelopment.
- Achieving and maintaining a development pattern that reflects the values of the community, and which ensures a balanced tax base between residential and nonresidential development.
- Ensuring the long-term protection and enhancement of the image and visual appearance of the community.
- Involving local citizens in the decision-making process and reaching consensus on the future vision for Dayton and its ongoing development.
- Enhancing the quality of life of Dayton residents.

## USE OF THIS PLAN

A comprehensive plan, if embraced by the community and its leadership, has the potential to take a community to a whole new level in terms of livability and tangible accomplishments. The plan is ultimately a guidance document for City officials and staff, who must make decisions on a daily basis that will determine the future direction, financial health, and "look and feel" of the community. These decisions are carried out through:

- ▶ Targeted programs and expenditures prioritized through the City's annual budget process, including routine but essential functions such as code compliance.
- ▶ Major public improvements and land acquisitions financed through the City's capital improvement program and related bond initiatives.

- ▶ New and amended City ordinances and regulations closely linked to comprehensive plan objectives (and associated review and approval procedures in the case of subdivision and land development activities).
- ▶ Departmental work plans and resources in key areas.
- ▶ Support for ongoing planning and studies that will further clarify needs, costs, benefits, and strategies.
- ▶ Pursuit of external grant funding to supplement local budgets and/or expedite certain projects.
- ▶ Initiatives pursued in conjunction with other public and private partners to leverage resources and achieve successes neither could accomplish on their own.

Despite these many avenues for action, a comprehensive plan should not be considered a "cure all" for every tough problem a community faces. These plans focus primarily

on the responsibilities of City government in the physical planning arena, where municipalities normally have a more direct and extensive role than in other areas that residents value, such as education and social services. Of necessity, comprehensive plans, as vision and policy documents, also must remain relatively general. The resulting plan may not touch on every challenge before the community, but it is meant to set a tone and motivate concerted efforts to move the community forward in coming years.

## PLANNING AUTHORITY

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

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

Dayton has a long history of ongoing and effective local planning. In Article III, The City Council, of the Dayton City Charter, Section 7 states: “All powers of the City and the determination of all matters of policy shall be vested in the City Council. Without limitation of the foregoing and among the other powers that may be exercised by the City Council, the following are hereby enumerated for greater certainty: adopt and modify the zoning plan and the building code of the City; adopt and modify the official map of the City; adopt, modify, and carry out plans proposed by the Planning Commission for the clearance of slum districts and rehabilitation of blighted areas; and, adopt, modify, and carry out plans proposed by the Planning Commission for the replanning, improvement, and redevelopment of any area or district which may have been destroyed in whole or in part by disaster.”

## THE FUTURE CITY

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

### FIRM IN INTENT YET FLEXIBLE IN ITS APPLICATION

The Comprehensive Plan is not cast in stone. Revisions will be made when warranted and the plan will be formally updated periodically. The plan will be continually monitored to track the extent to which the plan has been implemented and to determine if plan implementation causes the desired results. This process will protect the plan from misuse, keep the plan a living document, protect the will of the citizens, and allow change to the plan where the proposed amendment meets the intent of the plan.

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# FUTURE CITY

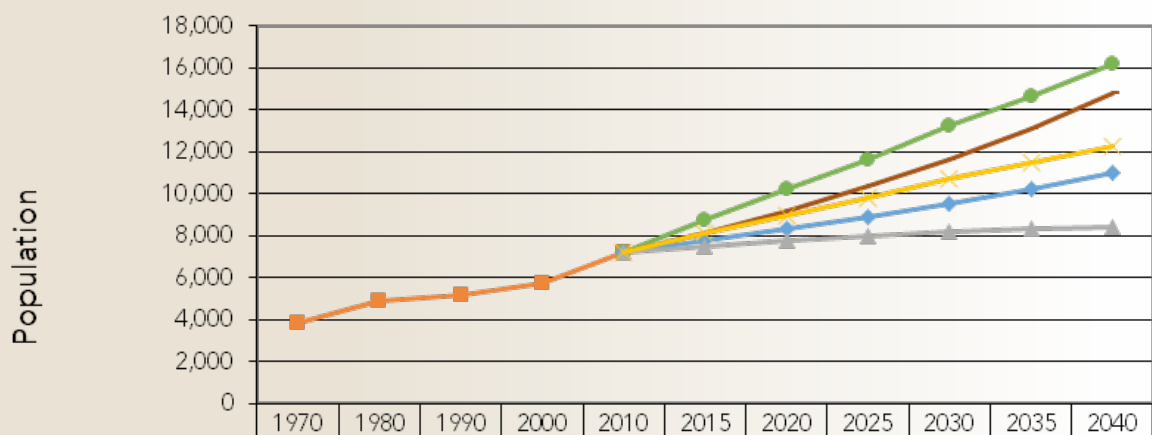
## LAND USE AND GROWTH

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

Land use and growth considerations are integrated with all other components of the Comprehensive Plan. For instance, the transportation network provides access

to land, which influences the type and intensity of development. As is the case in Dayton, the provision of public utilities can also dictate the location, amount, and timing of development. Similarly, proximity to parks and public facilities promotes public health and safety at specific locations and, as a result, affects the development potential and growth opportunities of an area. Site design and development character shape community aesthetics and, thus, the perceptions held by area residents and those considering investment in Dayton.

### POPULATION OUTLOOK FOR THE CITY OF DAYTON



	1970	1980	1990	2000	2010	2015	2020	2025	2030	2035	2040
Historical Data	3,804	4,908	5,151	5,709	7,242						
Texas Water Development Board					7,242	8,731	10,220	11,646	13,271	14,651	16,174
Exponential Growth					7,242	8,157	9,187	10,347	11,653	13,125	14,783
Recent Growth Indicators					7,242	7,763	8,322	8,921	9,564	10,252	10,990
County Step Down					7,242	7,507	7,763	7,992	8,165	8,304	8,417
Midpoint Projection					7,242	8,119	8,991	9,819	10,718	11,477	12,296

Population projections are an important component of a long-range planning process. They help determine and quantify the demands that will be placed on public facilities and services based on the potential pace and scale of the community’s physical growth. Projections reflect local, regional, national, and international trends and offer a basis to prepare for the future.

However, forecasting population changes can be challenging, particularly for the long-term, because it is often difficult to account for all circumstances that may arise. Demographers also caution that population projections become trickier as the geographic area gets smaller, making city-level population the most difficult to forecast. This is because local population change is strongly influenced by less predictable factors, such as housing prices, availability of vacant land to develop, and annexation of additional territory, which may already have existing residents and results in an instant increase in the City total. Therefore, it will be important for the City to monitor population and economic growth continually to account for both short- and longer-term shifts that can influence development activity and trends in the community and larger region, particularly growth along Dayton’s principal corridors.

The accompanying chart provides a comparison of several potential scenarios for future population change in Dayton. The projections build on the Census 2010 baseline of 7,242 persons and identify population levels in five-year increments out to 2040. It is wise for Dayton to think in terms of a range of potential growth rather than an absolute number given the uncertainty of any small-area forecast that extends beyond a few years. Taking the highest projection of 16,174 and an average household size of 2.59, Dayton would need an additional 3,449 housing units at minimum to meet future resident needs in the next 30 years. Given ongoing efforts to expand the provision of water

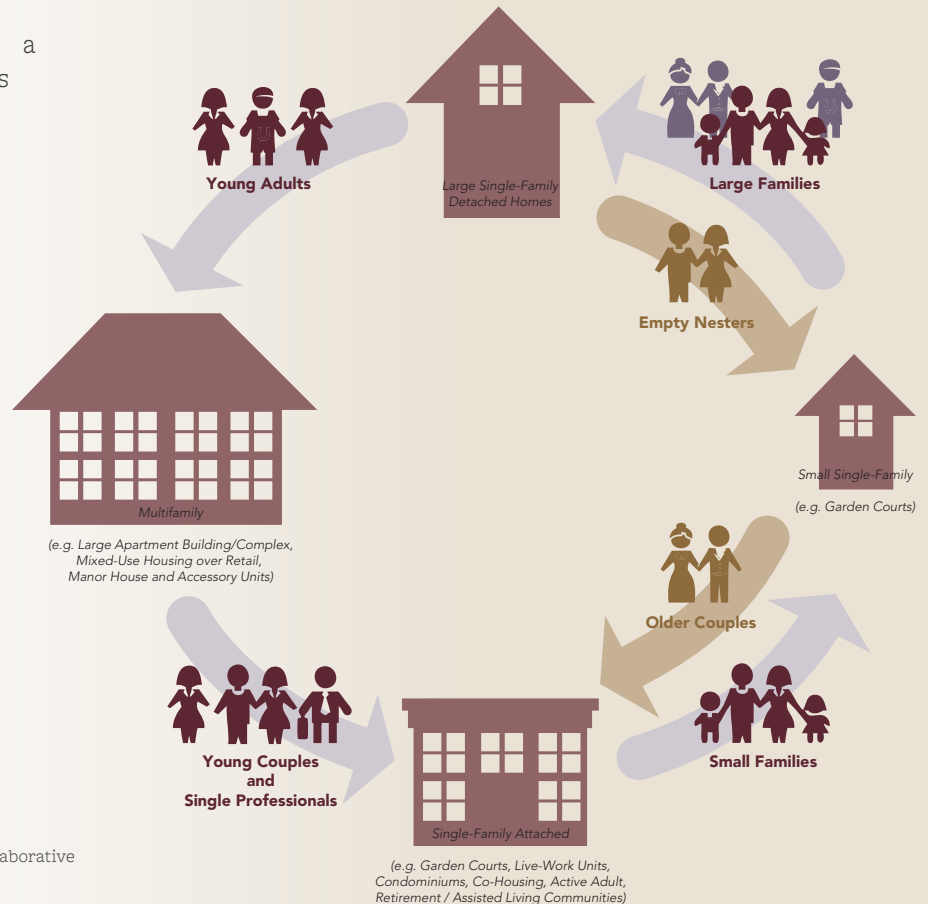
and sewer service in the City and beyond, as well as the impending completion of the Grand Parkway through Dayton, this demand is anticipated to arrive much sooner than the planning horizon and at an exponentially higher rate of demand.

## KEY ISSUES AND CONSIDERATIONS

Eight key issues and considerations related to Land Use and Growth were identified through the comprehensive planning process and should be addressed as Dayton’s associated vision, goals, and strategic action priorities for the coming years are pursued.

1. Pent-up and known future demand for supply of new homes at all price points.
  - ▶ One of the constant messages relayed by members of the community in questionnaires and public input meetings was the need to provide housing for every stage of life and at multiple price points.

### LIFE-CYCLE HOUSING STAGES



Source: Kendig Keast Collaborative

- ▶ Residents and the local real estate establishment identified strong pent-up demand for delivery of new housing supply at a variety of price points. Also mentioned repeatedly was the need for more master planned residential communities through mechanisms, such as a Planned Development Unit or Planned Development (PUD/PD). Specific examples provided by residents were master planned residential developments in Pearland, Sugar Land, and Kingwood, among others.



Precedent Example: Co-working Space in Downtown Pella, IA

**2. New multifamily opportunities.**

- ▶ Though Dayton is expected to grow at an exponential rate, very limited rental opportunities exist. The recent real estate cycle in the Houston area that saw the delivery of multifamily opportunities increase exponentially, did not result in any new multifamily developments in Dayton. In the future, Dayton would like to guarantee that high-quality, multifamily opportunities are delivered in the City.
- ▶ While communities in the area have shown a demonstrated angst over proposed multifamily developments, residents expressed a welcoming attitude to this type of development opportunity.
- ▶ Residents frequently pointed to the fact that Brookhollow Apartments is one of the few multifamily opportunities in the area, but the apartment complex seemingly always has no vacancies. Residents would like to see a new supply of multifamily apartments with onsite amenities at various rent points.

**3. Concern for community image and “quality” appearance related to: (1) private site and building practices; and (2) public sites and the “public realm” (i.e., principal commercial corridors, community gateways/entry features, other public lands, etc.).**

- ▶ During the comprehensive planning process, residents repeatedly declared community appearance and perception as one of the top priority areas for future action.
- ▶ The underpass at the railroad was overwhelmingly discussed as a potential area for beautification and other potential aesthetic improvements.
- ▶ Capital investments to create a quality environment that supports private development and reinvestment – beyond water and sewer – will need to be an important priority.
- ▶ During the Comprehensive Plan process, residents set the standard for quality in Liberty County. As a point of comparison and departure, benchmarking discussions considered communities like Kingwood, Pearland, and Sugar Land.

**4. A clustered rather than non-contiguous (and linear) approach to land use and infrastructure decisions to optimize the development potential of FM 686, FM 1960, the future Grand Parkway, SH 146, FM 321, Highway 90, and other sites and locations throughout Dayton.**

- ▶ Residents and stakeholders expressed a need for more contiguous development to take advantage of infrastructure already in place. A clustering approach to land use development would result in better land utilization. The historical land use pattern in Dayton takes on the form of corridor development, which seeks to optimize readily available infrastructure. The issue that residents expressed is that while this pattern makes sense, especially in the context of annexation strategy, there is no available infrastructure to support growth and development.
- ▶ Future land use decisions must facilitate economic development activity.
- ▶ Land use compatibility and buffering standards should factor into the cluster development approach.

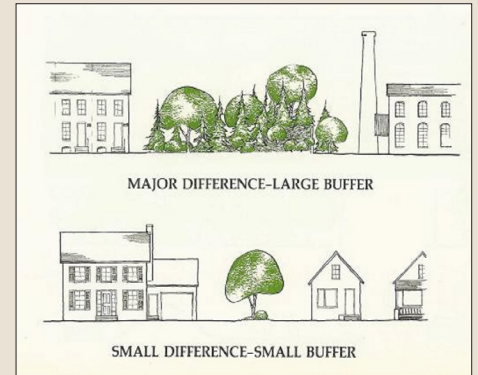
**5. A balance between continuity and change to deal with issues pertaining to land use and community character.**

## ADOPT FLEXIBLE BUFFERYARD PROVISIONS



Flexible bufferyards ensure that the scale of the bufferyard is commensurate with the intensity and/or proximity (i.e., the character) of adjacent uses. In addition, a flexible bufferyard approach would provide multiple options (i.e., landscaping only, landscaping and berm, or landscaping and fence structure) to achieve the same level of compliance, while providing the developer with flexibility to implement the one that is most appropriate for their site and project. (see bufferyard illustration) For example, improved compatibility between commercial and industrial areas along SH 146 and planned residential areas behind those more intensive uses can be achieved through the application of flexible bufferyard standards. Additionally, better screening requirements from public rights-of-way are necessary throughout Dayton.

Source: Kendig Keast Collaborative



### Varying levels of opacity



### Improved levels of screening

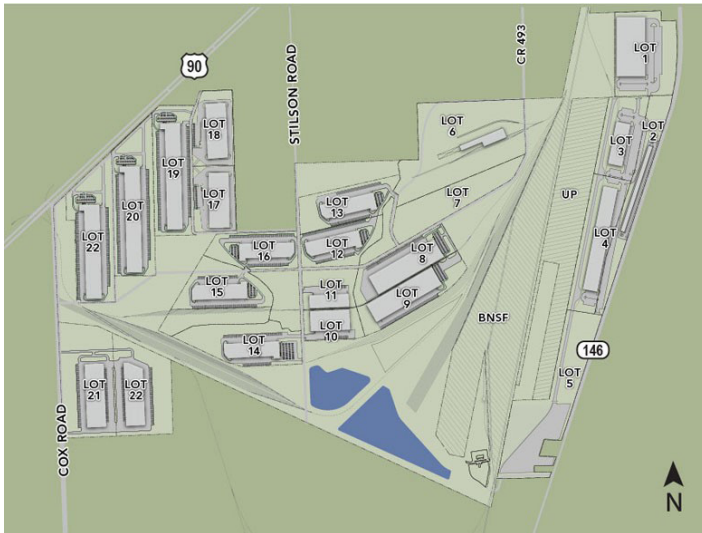
- ▶ Residents overwhelmingly expressed an interest in a Downtown Revitalization Plan to help balance investments in future growth areas versus older areas of Dayton needing reinvestment.
- ▶ Infill and redevelopment opportunities remain a top investment priority in helping create a more balanced “look and feel” throughout Dayton.
- ▶ Working closely with the County is critical to ensure quality standard compatibility, particularly as growth pressure in Liberty County mounts during the Comprehensive Plan horizon and beyond.

**6.** Identification of key catalyst sites that the City should continue to market in support of Dayton Community Development Corporation economic development efforts, especially sites at the Gulf Inland Logistics Park.

- ▶ In terms of marketing and development, the Gulf Inland Logistics Parks must remain Dayton’s

top priority. As residential development occurs, maintaining focus on industrial growth will attract jobs at different salary ranges. Dayton’s strategy is that industrial growth will help create further demand for quality residential developments and thus a healthy jobs-housing balance. A jobs-housing balance is achieved when commute times between an employee’s home and work location is minimized. To this end, Dayton is focused on identifying key sites in its future land use strategy that will result in primary jobs.

- ▶ Once key catalyst sites are identified, those key sites should be “turnkey” to the fullest extent possible, meaning all the necessary infrastructure should be readily available to expedite their development and/or redevelopment.
- ▶ Redevelopment of the former Rice Dryer site was mentioned time and time again during the planning process as a key community priority. Its redevelopment, though, must be done in



Source: Gulf Inland Logistics

coordination with a Downtown Revitalization Plan, which would include a more detailed analysis and the development of redevelopment concept alternatives and financial strategy using a market-based approach.

- ▶ Along with the identification of industrial sites, identifying retail sites is also a top priority. Retail studies indicate major leakage. Preserving sites for future retail growth and development is critical to Dayton’s long-term land use diversification strategy. Strong support for residential development in Dayton will not only make retail development more feasible for prospective investors and developers, it will rapidly reduce the leakage issue.

**7. Expedited provision of basic water, sewer, and stormwater management infrastructure in order to support desirable future land uses that capitalize on growing regional market opportunities in Liberty County and the greater Houston region and beyond.**

- ▶ The City needs to continue to expedite the provision of critical infrastructure in its City limits and into its ETJ, particularly along its known growth corridors.
- ▶ The need for thorough updates to Dayton’s master plans in the areas of water, sewer, and stormwater infrastructure to allow for more orderly development that properly manages future growth.

**8. Increased support for excellent public safety services, along with various “quality of life” services that the City of Dayton provides.**

- ▶ As the City continues to grow, its capacity to provide public safety services will be challenged.

In order to face this challenge, the City will need to develop plans for the continued expansion of fire and police protection facilities throughout the City limits and beyond.

## FRAMEWORK FOR ACTION

The Land Use and Growth framework for action is organized in three tiers: Guiding Principles, Goals, and Strategic Action Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long-run, lead to achievement of the Goals in line with the overarching vision and guiding principles.

### GUIDING PRINCIPLES

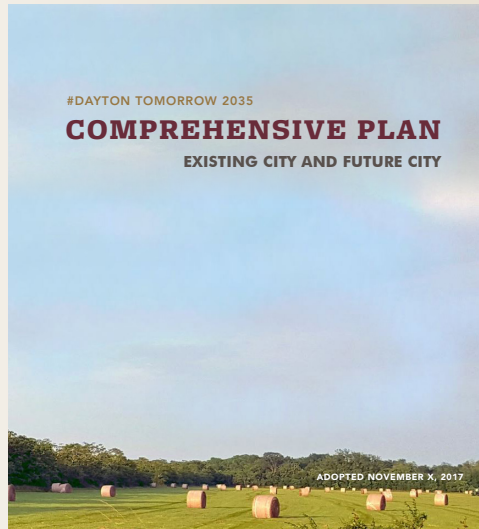
1. Dayton is a dynamic community that welcomes future quality growth opportunities, while embracing its current small-town character.
2. Dayton provides opportunities for future generations to live, work, play, and shop.
3. Dayton provides a high quality of life for all of its residents and visitors alike.
4. Dayton provides basic municipal services (e.g., water, sewer, drainage) to serve existing and future population needs’ health, welfare and safety.
5. Dayton has quality municipal facilities and services



A Vision is a broad statement of how the community views itself, providing an ideal and unique image of the future based on community values.



## #DAYTONTOMORROW2035



that establish an example for private investors to follow.

- 6. Dayton’s growth and development pattern is guided by strategic public and private investments.

### LAND USE AND GROWTH POLICIES

The written policy statements below are intended as a supplement to the Future Land Use and Character Plan map, which provides only a visual depiction of desired land use patterns and sound development practices. Dayton officials and staff should use these statements as a guide and reference, particularly when making decisions regarding proposed development activity in the City limits and ETJ.

#### GENERAL

- 1. Land uses should not detract from the enjoyment or value of neighboring properties.
- 2. Potential negative land use effects (noise, odor, dust, excessive light, traffic, etc.) should be considered in development review/ approval and mitigated.
- 3. Adequate transportation access and circulation should be provided for uses that generate large numbers of trips. Pedestrian and bicycle access should be addressed where appropriate.
- 4. Floodplain areas should not be encroached upon by

future development unless there is compliance with stringent floodplain management practices. These areas should be used for parks or recreational or related purposes, or for agricultural uses.

- 5. Environmentally sensitive areas should be protected, including wildlife habitat areas.

#### RESIDENTIAL

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

## COMMERCIAL/OFFICE

1. Neighborhood retail and service uses should be located at intersections of thoroughfares or collector streets or at the edge of logical neighborhood areas, unless appropriately placed within a mixed-use development.
2. Retail development should be clustered in strategic locations in the City and convenient to residential areas, particularly avoiding linear development patterns.
3. Buffers should separate retail/office uses and residential areas.
4. The Downtown area should be a focus for office, retail and service activities in appropriate locations relative to existing residential uses, particularly through the desired development of vacant, underutilized, and/or underdeveloped parcels.
5. Office and professional uses should be compatible with nearby residential areas and other uses through appropriate building height limitations and adequate buffering and landscaping.
6. Low-intensity office and professional uses should provide a transition between more intense uses and residential areas.

## HEAVY COMMERCIAL

1. Commercial uses with more intensive operational or traffic characteristics should be located away from most residential areas.
2. Heavy commercial development should be concentrated in nodes at intersections and along major thoroughfares (i.e., along the future Grand Parkway, SH 146, FM 686, FM 1960, FM 321, Highway 90, etc.) that are designed and constructed to accommodate higher traffic volumes.
3. Buffers should separate heavy commercial uses from any adjacent residential areas, especially where the commercial use involves visible display or outdoor storage of merchandise or materials.

## INDUSTRIAL

1. Industrial development should not be directly adjacent to residential areas.
2. Industrial uses should be located in dedicated industrial development areas (i.e., Gulf Inland Logistics Park).
3. Industrial development should be separated from other uses by buffers.

4. Industrial development should have good access to thoroughfares and freeways.
5. Industrial development involving trucking operations should have good access to truck routes, designated hazardous material routes, and railroads.

## PARKS, OPEN SPACE AND TOURISM

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

## COMMUNITY FACILITIES

1. Community facilities should be located in easily accessible areas within the community.
2. Community facilities, depending on their scale and level of activity, should be located adjacent to thoroughfares or collector streets to accommodate traffic.
3. Community facilities should be well buffered from nearby residential areas.

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

## GOALS

### LAND USE AND CHARACTER

1. Orderly and compatible land use development patterns.
2. Preserved and enhanced integrity, compatibility, value, and vitality of existing and new neighborhoods.
3. Adequate land for industrial park optimization and other major commercial/industrial developments to facilitate business activity that will diversify the tax base.
4. Land development that enhances Dayton’s community character and appeal to investors.

### HOUSING

5. A variety of housing types and neighborhoods to meet Dayton’s future housing needs.
6. Continued improvement of the safety, appearance, and livability of existing neighborhoods.

### COMMUNITY IMAGE

7. Enhanced appearance of the community by designing future development within the context of the physical environment.
8. Continued pride in the community by encouraging citizen volunteerism in the upkeep and appearance of public and private community assets.

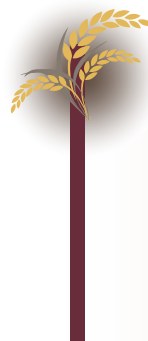
### GROWTH AND INFRASTRUCTURE

9. Implementation of the annexation plan.
10. Extension and optimization of the water and sewer system that balances existing needs with new development opportunities.
11. Storm drainage systems that serve as a community amenity (i.e., detention ponds).

## STRATEGIC ACTION PRIORITIES

### A NEW NEIGHBORHOOD PRESERVATION ORDINANCE FOR DAYTON THAT PROVIDES FLEXIBILITY TO THE DEVELOPMENT COMMUNITY, YET ASSURANCE TO THE CITY THAT DEVELOPMENTS WILL PERFORM AT HIGHER QUALITY STANDARDS.

- ▶ Neighborhood preservation regulates the use of land based on character and not exclusively land. Communities that adopt neighborhood preservation ordinances are frequently faced with the threat of exponential growth opportunities. While growth opportunities are a welcome site in Dayton, real estate cycles and market conditions dictate the delivery of certain types of projects in the Dayton area. The community has expressed consensus to guarantee that its market-driven outcomes are guided by sound policy that respects the Dayton character, especially existing and future single-family residential developments. To be more exact, the community would like to see a more dedicated effort to ensure certain development outcomes in Dayton are compatible with its long-term vision and future land use development strategy.



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

### MORE “USER-FRIENDLY” DEVELOPMENT REGULATIONS BY TRANSITIONING TO A UNIFIED LAND AND SITE DEVELOPMENT ORDINANCE OR CODE.

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

- ▶ Consolidates all development-related regulations into one document (e.g., neighborhood preservation, subdivision, site plan, development and design standards, signs, landscaping, lighting, parking and loading, parkland dedication, streets and utilities, circulation and access management, storm water and

## FUTURE LAND USE PLANNING VERSUS ZONING

A City's development regulations are among the primary tools for implementing this policy document. The zoning regulations, in particular, play a significant role in establishing and protecting the physical character of the community. These regulations delineate land use districts and the types of uses permitted within them, together with minimum site area and maximum building height requirements and standards for parking, landscaping and signage. As a result, the zoning regulations, together with the City's subdivision regulations where applicable, largely direct development outcomes. This is important since it provides a regulatory context in which local land use decisions may be made to foster a prosperous economy, a sustainable environment, and a high quality of life for residents.

Although this Land Use and Growth section and associated Future Land Use Plan map provide only general planning guidance, their role is especially relevant since it can lead to updates and rewrites of the zoning regulations and district map. It is only through the official zoning map and the ongoing zoning administration process that binding, legally enforceable decisions are made about property uses and compatibility on a case-by-case basis. Adoption of this Comprehensive Plan, including the Future Land Use Plan map, does not mean that the City's zoning approach or mapping will automatically change. This is partly because there is a timing aspect to zoning, meaning that a future land use plan generally indicates ultimate desired outcomes while a zoning map may reflect interim situations or existing, stable land uses that are not expected to change in the near future.

The side-by-side comparison below highlights the distinct purposes and uses of a future land use

### Future Land Use Plan Map

#### Purpose

- Outlook for the future use of land in the community
- Macro level – generalized development patterns

#### Use

- Guidance for the City's zoning map and related decisions (zone change requests, variance applications, etc.)
- Baseline for monitoring consistency of actions and decisions with this Comprehensive Plan

#### Inputs and Considerations

- Existing land use in the City
- The locational aspects of community planning priorities involving economic development, housing, infrastructure, parks and recreation, public facilities, etc.

### Zoning Map

#### Purpose

- Basis for applying different land use regulations and development standards in different areas of the community (“zones”)
- Micro level – site-specific focus

#### Use

- Regulating development as it is proposed – or as sites are positioned for the future with appropriate zoning (by the owner or the City)

#### Inputs and Considerations

- Comprehensive Plan and future land use plan map for general guidance
- Protecting existing neighborhoods from incompatible redevelopment or infill, and fringe areas from premature urban development
- Zoning decisions that differ substantially from the general development pattern depicted on the future land use map should indicate the need for some map adjustments the next time this plan is revised

floodplain management, etc.). This helps to ensure consistency among the different components and promotes more holistic consideration of subdivision and site plan requirements and standards by both applicants and the City.

- ▶ Makes the regulatory specifics easier to navigate and comprehend (i.e., more “user friendly”) for the development, real estate, and consultant communities versus dispersed and uncoordinated provisions within an overall municipal code. A single consolidated index and better cross-referencing across code sections helps to ensure that all relevant provisions are taken into account pertaining to any particular development issue or proposal.
- ▶ Condenses into one code section all administrative procedures and considerations, helping to streamline and clarify the roles and responsibilities of each official and decision-making body.
- ▶ Offers a consolidated list of definitions, helping to prevent inconsistencies and questions of interpretation between codes.
- ▶ Greatly improves the City’s ability to track the total development process because various components are organized and coordinated in a logical, sequential order.
- ▶ Itemizes all development-related fees in one place so applicants are well informed of process costs.
- ▶ Streamlines the process for future code amendments and enhancements.

### **ENHANCE AND REFINE THE CAPITAL IMPROVEMENTS PLAN (CIP) PROCESS FOR IDENTIFYING, PRIORITIZING, AND FUNDING ESSENTIAL (I.E., WATER, SEWER AND STORMWATER) CAPITAL PROJECTS.**

- ▶ As with many municipal activities, there is wide variation between cities as to how formally they approach capital projects planning. Smaller and medium-size cities do the best they can with limited staffing and the competing demands placed on staff and their elected officials. While Dayton’s needs may be much different from those of larger cities, it can still learn a great deal from the “best practices” of cities that are implementing capital improvements programming very effectively.
- ▶ The range of activities to incorporate into a CIP goes well beyond street, drainage and utility infrastructure projects and can include parks and trails, City buildings, land and right-of-way/easement acquisition, major vehicle and equipment purchases, and the planning and design studies that are often a precursor to significant initiatives and expenditures. Even aesthetic or tourism-related enhancements, such as community gateway treatments, streetscape upgrades along corridors, and installation of wayfinding signage qualify as capital projects.
- ▶ Given these potential benefits, it is usually best to pursue significant code upgrades immediately after a Comprehensive Plan is adopted. This approach capitalizes on momentum from the planning process and builds on discussions already started about regulatory issues, methods, and future standards.
- ▶ As with any priority-setting process, various criteria could potentially be applied to determine the ultimate timing and sequencing of CIP projects. Once a set of candidate projects has been identified, reasons should be outlined for placing certain projects ahead of others.



- ▶ As taxpayer funds are involved, elected officials must also consider equity as they seek to show results to their constituents. Geographic and/or socioeconomic fairness may require that beneficial projects occur in various parts of the community, and not be concentrated in only certain parts of the City.
- ▶ Public engagement and education to help with project vetting and priority setting is another strategy for gaining consensus during the process. Some cities embrace the political aspect by starting the annual CIP process with district-level public meetings hosted by individual City Council members, with support from City staff. Technical and financial staff then highlight reasons certain projects must be fast-tracked (e.g., mandated improvements) while others will require more time due to sheer cost, right-of-way acquisition, etc. Inter-departmental working groups, as well as subcommittees of Council, Planning Commission, or other City boards/commissions, may also play a role.
- ▶ Ensure a direct and strong linkage between the City's various planning functions (land development, transportation, parks, etc.) and the capital projects planning and prioritization process.
- ▶ Ensure that Dayton's CIP is satisfying a key purpose of such plans, which is to provide predictability – for multiple years in advance – of the City's capital investment plans and priorities for the benefit and awareness of private interests and citizens.

#### **EXPEDITED PROVISION OF WATER, SEWER AND STORMWATER MANAGEMENT METHODS TO MEET FUTURE COMMUNITY DEMAND.**

- ▶ Integrate utility and essential infrastructure planning with future land uses.
- ▶ Create enforcement capacity to protect the Dayton's investments and future assets.
- ▶ Leverage public and private partnerships to help fund future investments.

#### **IMPLEMENTATION OF PHASED ANNEXATION PLAN.**

- ▶ Underlying the City's annexation policy and planning should be an emphasis on motivating more development activity within the City limits first.
- ▶ City officials and departments should utilize workshops for any near-term annexation activity so that resources that could go to in-City limits needs are not held in reserve for any potential annexation moves.

- ▶ An annexation factor is the availability of willing strategic partners, especially along Dayton's principal corridors (i.e. future River Ranch development), that could result in public-private partnerships to share costs.

## **FUTURE LAND USE AND CHARACTER**

Land use planning equips community leaders with proactive tools for influencing growth. Knowing Dayton is moving towards a neighborhood preservation ordinance and subsequently a new unified development code, the future land use and character designations will allow the City to be proactive. Common pitfalls, which often lead to costly infrastructure upgrades or regulatory barriers to development, can be avoided with the coordinated application of Map 1, Future Land Use Plan. This general reference map shall function as a “living document” that gives physical form to the City's vision, values, and development over the course of this Plan's horizon – 2035. If continually reviewed and updated, the Future Land Use and Character Plan will adapt to market demands while maintaining a high-quality development standard and unified growth pattern.

It must be noted that this Comprehensive Plan and the Future Land Use and Character Plan are policy documents, unlike zoning regulations, that do not carry the legal authority to regulate the use of land. However, the findings and recommendations contained in these documents provide the rationale and justification for:

- ▶ Zoning and associated land development ordinances;
- ▶ Annexation and ETJ expansion;
- ▶ Development agreements;
- ▶ Street and utility planning;
- ▶ Parks and recreation planning; and
- ▶ Economic development.

As such, development decisions must be coordinated across all City departments to ensure capital investments are in sync, particularly recognizing that growth in the City is inevitable. The map generalizes the use of land at a citywide “planning” level, meaning property owners should contact City officials for site-specific applications of the plan. The following future land use and character profiles, detail the location, development types, and characteristics of each designation of the Future Land Use and Character Plan. The descriptions are followed by a list of actions to help Dayton achieve and implement its future land use and character strategy.

## DAYTON FUTURE LAND USE AND CHARACTER ALLOCATION SUMMARY

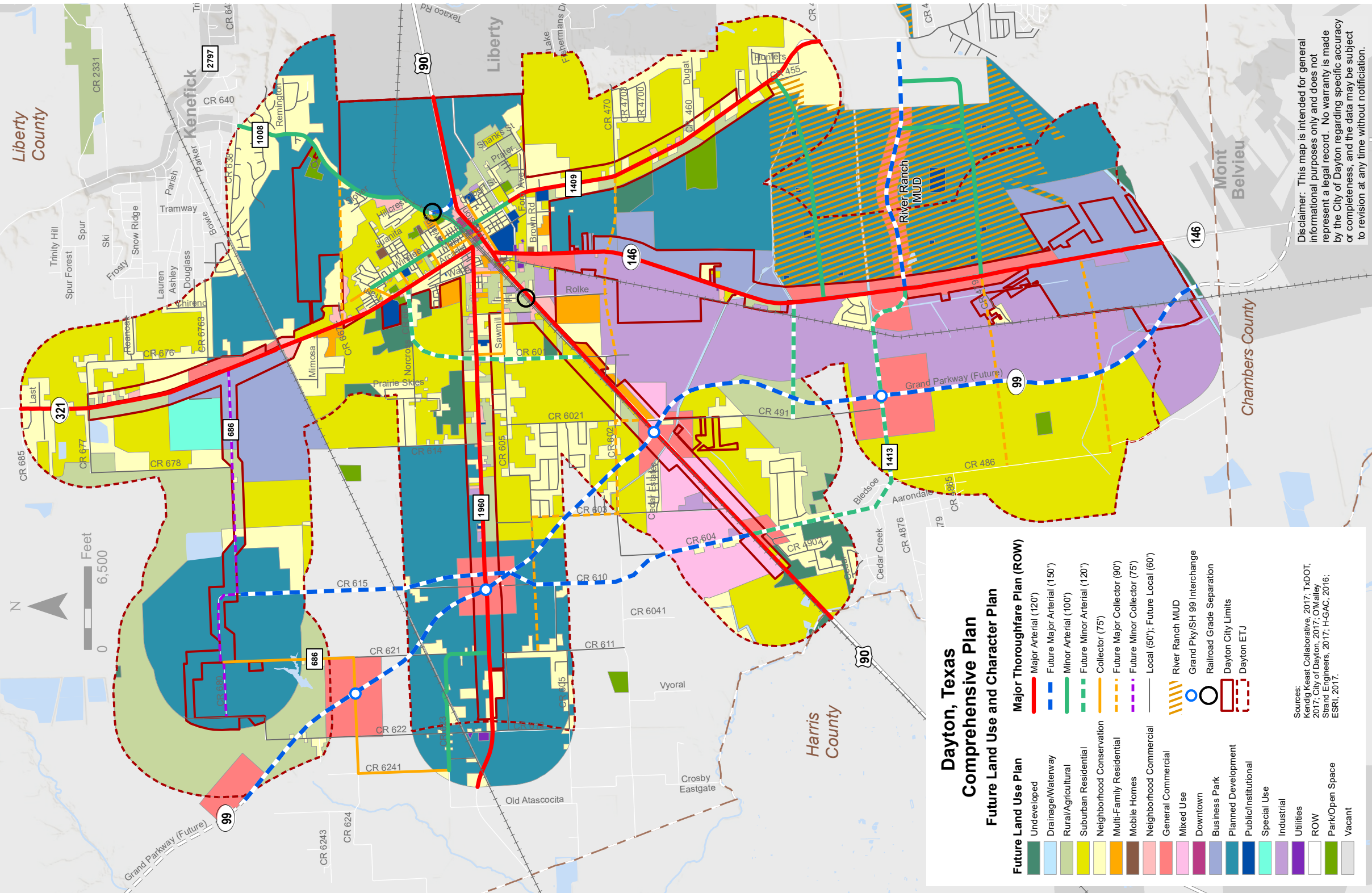
Future Land Use Calculations				
Future Land Use Class	CITY		ETJ	
	Acres	Percent	Acres	Percent
Business Park	2,671	16%	1,956	4%
Downtown	31	0%		
Drainage/Waterway	20	0%	163	0%
General Commercial	1,236	7%	1,785	3%
Industrial	1,334	8%	5,626	10%
Mixed Use	411	2%	1,239	2%
Mobile Homes	30	0%		
Multi-Family Residential	170	1%	316	1%
Neighborhood Commercial	457	3%	1	0%
Neighborhood Conservation	2,162	13%	7,861	14%
Park/Open Space	107	1%	244	0%
Planned Development	3,715	22%	14,946	28%
Public/Institutional	219	1%	30	0%
ROW	937	6%	196	0%
Rural/Agricultural	1,451	9%	4,848	9%
Special Use			378	1%
Suburban Residential	1,705	10%	13,699	25%
Undeveloped			981	2%
Utilities	17	0%		0%
<b>Total Acres - 70,941</b>	<b>16,674</b>	<b>100%</b>	<b>54,267</b>	<b>100%</b>



# MAP 1.1

## FUTURE LAND USE MAP

Disclaimer: This map is intended for general informational purposes only and does not represent a legal record. No warranty is made by the City of Dayton regarding specific accuracy or completeness, and the data may be subject to revision at any time without notification.



### Dayton, Texas Comprehensive Plan Future Land Use and Character Plan

Future Land Use Plan	Major Thoroughfare Plan (ROW)
Undeveloped	Major Arterial (120')
Drainage/Waterway	Future Major Arterial (150')
Rural/Agricultural	Minor Arterial (100')
Suburban Residential	Future Minor Arterial (120')
Neighborhood Conservation	Collector (75')
Multi-Family Residential	Future Major Collector (90')
Mobile Homes	Future Minor Collector (75')
Neighborhood Commercial	Local (50'); Future Local (60')
General Commercial	River Ranch MUD
Mixed Use	Grand Pky/SH 99 Interchange
Downtown	Railroad Grade Separation
Business Park	Dayton City Limits
Planned Development	Dayton ETJ
Public/Institutional	
Special Use	
Industrial	
Utilities	
ROW	
Park/Open Space	
Vacant	

Sources:  
Kendig Keast Collaborative, 2017; TxDOT, 2017; City of Dayton, 2017; O'Malley Stram Engineers, 2017; H-GAC, 2016; ESRI, 2017.



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## SUBURBAN RESIDENTIAL (SR)

Suburban Residential (SR) development meets the expectation of what a “typical” Dayton home might look like in the future. The larger lots allow for adequate separation between homes. These homes are exclusively located in subdivisions given the importance of common open space and clustered development.

### TYPICAL LOCATIONS

- ▶ Fordland Estates, Oakwood, The Meadows

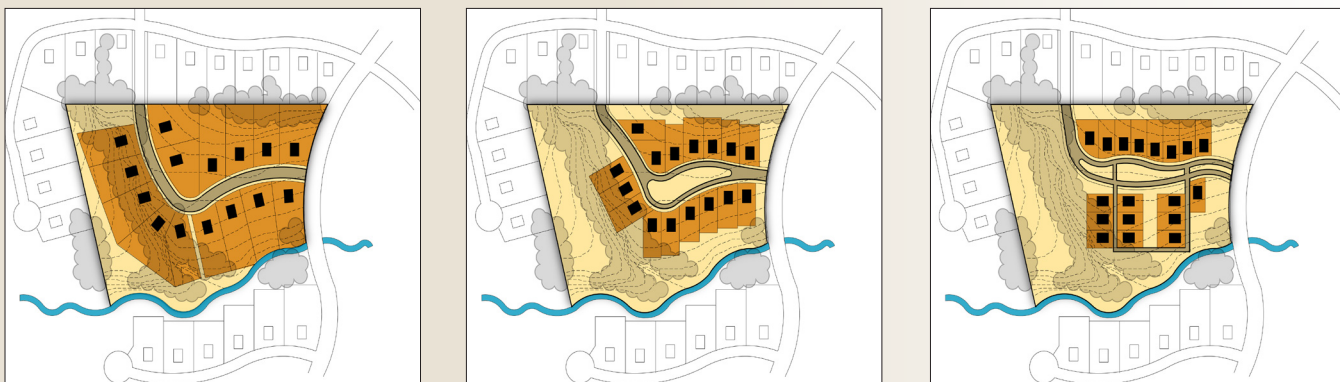
### DEVELOPMENT TYPES

- ▶ Detached and attached (duplex) residential dwellings
- ▶ Planned developments to provide other housing types (e.g., attached residential) with increased open space to enhance the City’s desired character

### CHARACTERISTICS

- ▶ Less noticeable accommodation of the automobile on sites compared to more intensive semi-urban residential areas, especially where driveways are on the side of homes rather than occupying a portion of the front yard space, and where garages are situated to the side or rear of the main dwelling
- ▶ Can establish by right development options which allow for smaller lot sizes in exchange for greater open space, with the additional open space devoted to maintaining the suburban character and buffering adjacent properties and roads

## CHARACTER-BASED APPROACH TO HOUSING



A character-based approach provides for different development patterns and opportunities for different housing types while maintaining the intended development character.

Source: Kendig Keast Collaborative



**SUBURBAN RESIDENTIAL (SR)**

**LOCAL EXAMPLES (S)**



**216 Milo Street, Dayton, TX**

Source: Kendig Keast Collaborative



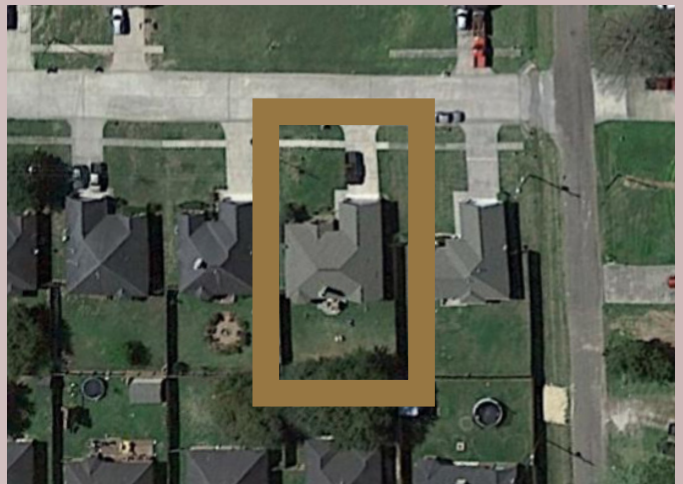
**216 Milo Street, Dayton, TX**

Source: Google Earth



**1210 Meadow Lane, Dayton, TX**

Source: Kendig Keast Collaborative



**1210 Meadow Lane, Dayton, TX**

Source: Google Earth

## MULTIFAMILY RESIDENTIAL (MF)

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

## TYPICAL LOCATIONS

- ▶ Brookhollow Apartments

## DEVELOPMENT TYPES

- ▶ Multi-unit attached residential in concentrated development, whether for rent (apartments) or ownership

## CHARACTERISTICS

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

## LOCAL EXAMPLE (S)



### 704 East Waring Street, Dayton, TX

Source: Kendig Keast Collaborative



### 704 East Waring Street, Dayton, TX

Source: Google Earth

## PLANNED DEVELOPMENT (PD)

This designation is for large tracts of land and specifically used as a land use strategy to encourage development flexibility and innovation. The Dayton community aspires to see a desire to achieve a master-planned development approach and outcome. As a result, this scale and potential multi-use style of land development is typically vetted and approved through a Planned Unit Development (PUD or PD) procedure as provided in many municipal zoning ordinances, particularly in communities mentioned frequently during the Comprehensive Plan process like Pearland and Sugar Land.

### TYPICAL LOCATIONS

- ▶ Proposed

### DEVELOPMENT TYPES

- ▶ Single-family detached dwellings
- ▶ Often some incorporation of small-lot dwellings, patio homes or townhomes to provide a mix of “life-cycle” housing options (and may also include designated senior housing, including an assisted living component)
- ▶ Sometimes a multi-family residential component in designated areas such as at the development perimeter or within or near a mixed-use “town center” node
- ▶ Sometimes neighborhood centers or other retail/service/office nodes, potentially to the scale of “town

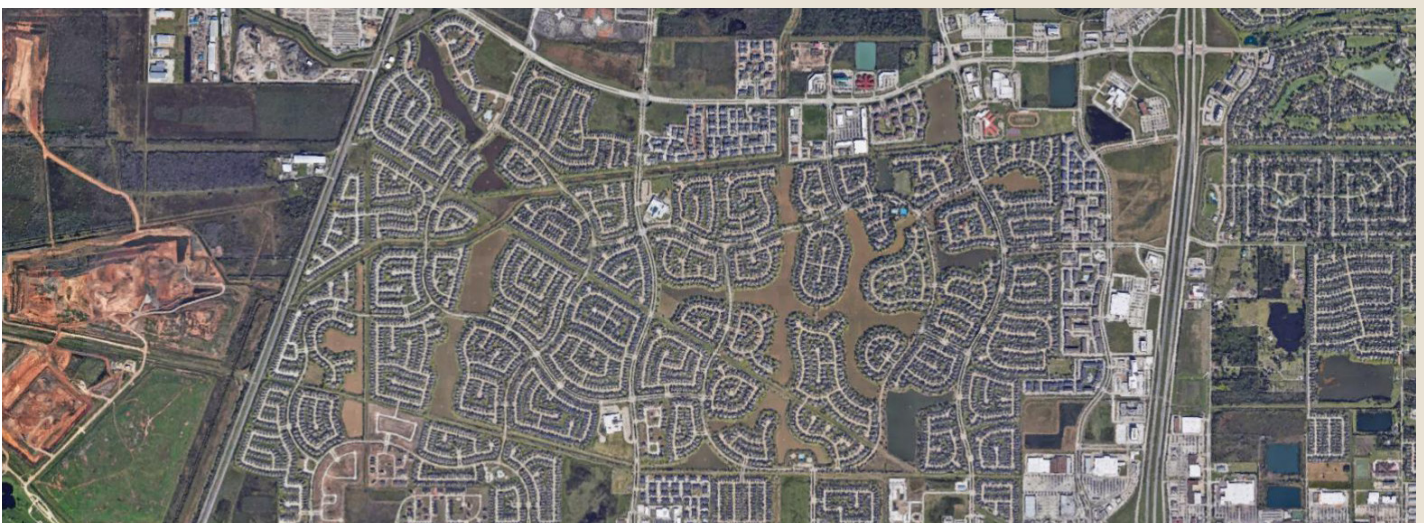
center” or regional-scale retail center that will draw patronage beyond just the development’s residents

- ▶ Public/institutional uses
- ▶ Parks and public spaces, and often with an internal trail and/or greenway system to link neighborhoods and other destinations within the overall development

### CHARACTERISTICS

- ▶ Typically involves a series of development sections with varying lot sizes and densities, home types/styles, and resulting price points.
- ▶ Often reflects quality land planning that preserves and incorporates pre-existing natural features and other unique site elements, and provides a significant amount of permanent open space for recreation, buffering and aesthetic purposes.
- ▶ Given the site scale and level of land planning, often designed to incorporate natural and/or swale drainage, as well as sophisticated storm water retention features that can also add development value as recreational and aesthetic assets.
- ▶ Given the above characteristics, many Planned Developments fall within the suburban portion of the community character spectrum. However, some PDs include a “town center” component with an urban, mixed-use, pedestrian-oriented character, and some PDs range all the way to the estate and even rural end of the character spectrum (e.g. large lot, equestrian-oriented residential areas).

## REGIONAL PRECEDENT (S)



**Shadow Creek Ranch in Pearland**

Source: Google Earth

## MIXED-USE (MU)

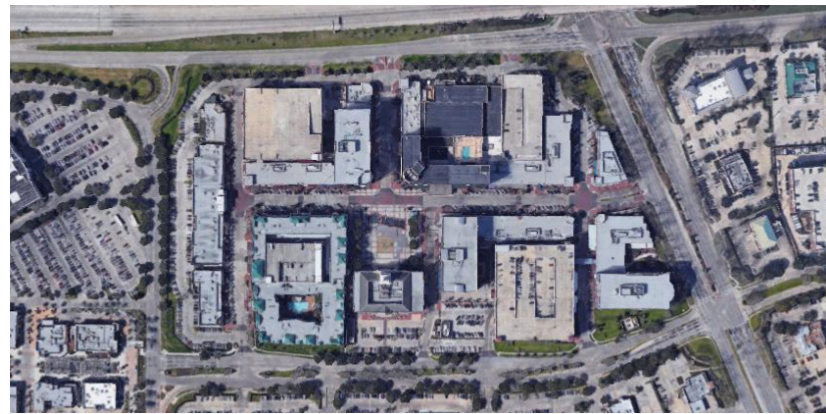
This designation allows for the phased development of a more intensive development character with different uses. Development of this type and intensity would be based on the future availability of adequate water and sewer service capacity. During the public input phase, community residents and developers expressed an interest in this type of land use designation based on market feasibility and delivery of precedent projects nearby. Desirable locations would be along the future Grand Parkway at major nodes.

### TYPICAL LOCATIONS

- ▶ Proposed

### DEVELOPMENT TYPES

- ▶ Mixed general commercial, civic and residential uses
- ▶ Attached residential
- ▶ Multi-family
- ▶ Restaurants
- ▶ Live-work units
- ▶ Commercial retail and office
- ▶ Public/institutional
- ▶ Entertainment/destination
- ▶ Hotel/medical



### CHARACTERISTICS

- ▶ Walkable streets
- ▶ Vertical and horizontal
- ▶ Include several different uses that work together and share infrastructure, utilities and public amenities
- ▶ Maximum of two to three story structures encouraged
- ▶ Structured and on-street parking
- ▶ Single and multifamily residential units to the back of commercial uses fronting arterials
- ▶ Retail uses can share parking facilities with residential uses because their peak hours for parking do not overlap substantially
- ▶ The development of a neighborhood, tract of land, building, or structure with a variety of complementary and integrated uses

## REGIONAL PRECEDENT (S)



**Sugar Land Town Square**

Source: City of Sugar Land

## RURAL/AGRICULTURAL (R/A)

Rural/Agricultural uses are predominant and important to Dayton’s economy. Rural/Agricultural uses can be leveraged to preserve the small-town character of Dayton. Not only are rural and agricultural uses an important aspect of Dayton’s history, residents expressed support for this type of designation throughout the public input process.

## TYPICAL LOCATIONS

- ▶ In City, ETJ, and throughout Liberty County

## DEVELOPMENT TYPES

- ▶ Individual residences and farmsteads
- ▶ Agricultural and agribusiness uses
- ▶ Equestrian acreages

## CHARACTERISTICS

- ▶ Scattered residential development on large acreages, resulting in very high open space and very low site coverage and density
- ▶ Typically no centralized water or sanitary sewer services (and much greater reliance on drainage systems, except where altered by agricultural operations)
- ▶ Potential for conservation developments that further the designation’s character
- ▶ Potential location for regional detention facilities that mitigate the need for onsite detention
- ▶ Extension of urban services is unlikely and undesirable during the plan’s horizon

## LOCAL EXAMPLE (S)



**538 County Road 3015, Dayton, TX**

Source: Kendig Keast Collaborative



**538 County Road 3015, Dayton, TX**

Source: Google Earth

## DOWNTOWN (D)

This new designation allows Dayton to adequately plan for the redevelopment of its historical downtown. During the public input phase, especially at two open house style meetings, residents overwhelmingly expressed the need to facilitate public and private reinvestment in the downtown area, which would include pathways and sidewalks scaled for pedestrian rather than automobile use. Future redevelopment efforts are expected to specifically facilitate the delivery of residential, commercial, and potentially new development types. The downtown designation and more targeted redevelopment effort would help balance older areas of Dayton with known future growth areas.

### TYPICAL LOCATIONS

- ▶ Main Street

### DEVELOPMENT TYPES

- ▶ Mixed commercial, civic and residential uses
- ▶ Attached residential
- ▶ Live-work units
- ▶ Commercial retail and office
- ▶ Public/institutional
- ▶ Entertainment
- ▶ Civic and public spaces
- ▶ Facilities that support the arts and culture

## CHARACTERISTICS

- ▶ Smaller scale types
- ▶ Streets framed by buildings with minimal front setbacks
- ▶ Greater site coverage or FAR (Floor to Area Ratio)
- ▶ Maximum of two-story structures (possibly up to three)
- ▶ Reliance on either on-street parking or centralized public parking

## LOCAL EXAMPLE (S)



**313 N. Main Street, Dayton, TX**

Source: Kendig Keast Collaborative



**313 N. Main Street, Dayton, TX**

Source: Google Earth



## NEIGHBORHOOD CONSERVATION (NC)

The Neighborhood Conservation designation covers all existing residential development within in the City. Its purpose is to respect the character of existing residential areas built up to the time of the adoption of this new Comprehensive Plan. These properties are characterized by a mix of lot sizes and building setbacks, an inconsistent pattern of driveways, and a variety of design and scale. If the City decided to move forward with a neighborhood preservation ordinance to help

implement the Comprehensive Plan, this designation would protect existing residential development types from being categorized as nonconforming uses.

### TYPICAL LOCATIONS

- ▶ Community-wide

### DEVELOPMENT TYPES

- ▶ Detached residential dwellings
- ▶ Attached housing types
- ▶ Manufactured and mobile homes
- ▶ Multifamily complexes

### CHARACTERISTICS

- ▶ Residential areas with variety of lot sizes
- ▶ Auto-oriented character, especially where driveways and front-loading garages dominate the front yard and facades of homes, which may or may not be offset by landscaping standards and subdivision layout
- ▶ Uniform front setbacks and, in some cases, minimal variation in individual house design

## LOCAL EXAMPLE (S)



**1102 N. Main Street, Dayton, TX**

Source: Kendig Keast Collaborative



**1102 N. Main Street, Dayton, TX**

Source: Google Earth

## NEIGHBORHOOD COMMERCIAL (NCOM)

The Neighborhood Commercial designation is intended to sustain and facilitate the small-town character that many residents attributed to Dayton. This type of development should be located at intersections and provide services directly to a neighborhood.

### TYPICAL LOCATIONS

- ▶ Community-wide, though most take on the character of “strip” commercial

### DEVELOPMENT TYPES

- ▶ Small-scale commercial uses that provide services to nearby neighborhoods

### CHARACTERISTICS

- ▶ Suburban in nature
- ▶ Characterized by a balance between the landscape and the building, with on-site landscaping and tree-lined streets that shelter the buildings
- ▶ Open space and low proportions of impervious surfaces characterize the built environment

### LOCAL EXAMPLE (S)



**209 W. Highway 90, Dayton, TX**

Source: Kendig Keast Collaborative



**209 W. Highway 90, Dayton, TX**

Source: Google Earth

## GENERAL COMMERCIAL (GCOM)

This broad commercial category is meant to characterize commercial development in Dayton that is designed for automobile use, rather than pedestrians. Buildings are generally set back from the streets and surface parking lots are located along the frontage and often to the side and/or rear.

## TYPICAL LOCATIONS

- ▶ Community-wide, with more expected and desired along the future Grand Parkway and along Highway 90 nodes

## DEVELOPMENT TYPES

- ▶ Wide range of commercial retail and service uses, at varying scales and intensities depending on the site
- ▶ Office (both large and/or multistory buildings and small-scale office uses depending on the site)
- ▶ Public/institutional
- ▶ Civic and public spaces

## CHARACTERISTICS

- ▶ A very open environment, but mainly to accommodate extensive surface parking versus the more prominent green spaces found in suburban areas
- ▶ Largely horizontal development pattern
- ▶ Significant portions of development sites are devoted to vehicular access drives, circulation routes, surface parking, and loading/delivery areas, making paving the most prominent visual feature versus green or open areas
- ▶ May be enhanced with better building and site design

## LOCAL EXAMPLE (S)



**810 SH 146, Dayton, TX**

Source: Kendig Keast Collaborative



**810 SH 146, Dayton, TX**

Source: Google Earth

## PUBLIC AND INSTITUTIONAL (PI)

The City has a diversity of high-quality Public and Institutional structures that vary in character, function, and scale. Due to the unique nature of their design, layout, and use, these facilities tend to be site-specific.

### TYPICAL LOCATIONS

- ▶ Community-wide

### DEVELOPMENT TYPES

- ▶ City-owned buildings and facilities, such as the City Hall Complex in Downtown
- ▶ County facilities (e.g., Liberty County Central Appraisal District)
- ▶ Buildings and facilities of Dayton ISD
- ▶ Places of worship (e.g., First United Methodist, etc.)

### CHARACTERISTICS

- ▶ Customer service functions within easy access to residential areas and visibility
- ▶ Extensive landscaping of site perimeter; and special streetscaping and design treatments at entries, key intersections, and internal focal points

- ▶ Outdoor activity and storage should be screened when visible from public roadways and buffered from residential areas
- ▶ Certain publicly owned uses (e.g. public works facilities, fleet maintenance, treatment plants) are best-sited within industrial areas

## LOCAL EXAMPLE (S)



**1300 W. Clayton Street, Dayton, TX**

Source: Google Earth



**1300 W. Clayton Street, Dayton, TX**

Source: Google Earth

**INDUSTRIAL (I)**

Dayton’s future economic development success will be dependent on its growing portfolio of industrial assets, particularly those in proximity to the BNSF Railway and Union Pacific Railroad. The land use designation seeks to fortify this Dayton asset, particularly as the majority of future industrial designations are clustered on rail-served property.

**TYPICAL LOCATIONS**

- ▶ Community-wide

**DEVELOPMENT TYPES**

- ▶ Heavy and light industrial
- ▶ Heavy commercial (buildings materials, auto repair, outdoor storage, etc.)
- ▶ Office uses (as an accessory to an industrial use, especially office/flex warehouse)
- ▶ Public/institutional
- ▶ Distribution

**CHARACTERISTICS**

- ▶ Typically auto-oriented character; although industrial park developments may feature more open space and landscaping, regulated signage, screening, etc.
- ▶ Outdoor activity and storage, which should be screened where visible from public ways and extensively buffered from residential areas
- ▶ Larger tracts of land suitable to accommodate a range of business and industrial needs
- ▶ Rail-served properties

**LOCAL EXAMPLE (S)**



**451 FM 686, Dayton, TX**

Source: Kendig Keast Collaborative



**451 FM 686, Dayton, TX**

Source: Google Earth

## REGIONAL PRECEDENTS

### BUSINESS PARK (BP)

The Business Park designation seeks to complement the Industrial designation. However, a key difference is this designation's more exclusively office/flex space. The intent of this designation is to increase Dayton's competitiveness to attract more prestigious end-users to Class A and Class B space.

### TYPICAL LOCATIONS

- ▶ Proposed

### DEVELOPMENT TYPES

- ▶ Primarily office/flex, medical, and technology/research uses
- ▶ Possibly of light industrial uses (including warehousing/distribution), but well screened and in buildings with upgraded façade treatments (i.e., tilt wall construction, etc.)
- ▶ Commercial retail uses (secondary to primary office focus, to serve local workers and visitors)
- ▶ Public/institutional
- ▶ Common green spaces

### CHARACTERISTICS

- ▶ Typically a minimum open space ratio of 20 to 30 percent, which allows for suitable sizing of building footprints
- ▶ Extensive landscaping of business park perimeter, and special streetscaping and design treatments at entries, key intersections, and internal focal points
- ▶ Development outcomes often controlled by private covenants and restrictions that exceed City ordinances and development standards
- ▶ Intended to create a highly attractive business investment environment
- ▶ Site operations are conducted indoors, with no (or very limited) outdoor storage or display
- ▶ Tiltup/tilt wall construction



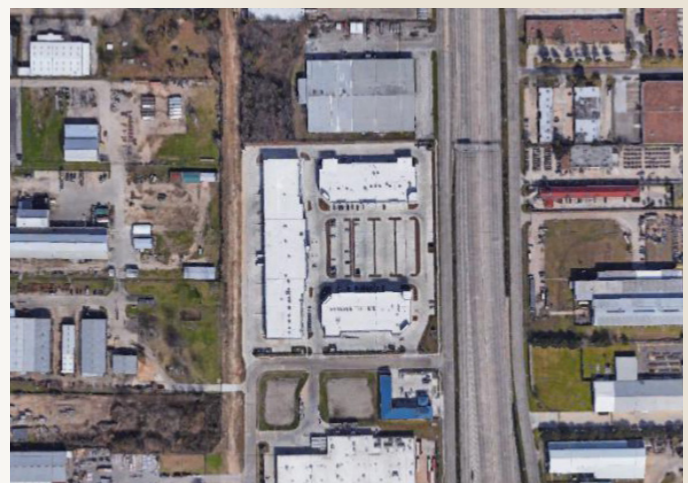
**1315 W. Sam Houston Parkway North**

Source: Google Earth



**1315 W. Sam Houston Parkway North**

Source: Google Earth



**1315 W. Sam Houston Parkway North**

Source: Google Earth

## REGIONAL PRECEDENTS



**1 Arnold Drive, Dayton, TX**

Source: City of Dayton



**1 Arnold Drive, Dayton, TX**

Source: City of Dayton



**1 Arnold Drive, Dayton, TX**

Source: Google Earth

## PARKS AND OPEN SPACE (POS)

These areas enhance surrounding land uses, capitalize on natural assets, and provide common gathering spaces. Parks are formally developed recreation areas, sometimes containing manicured lawns, sidewalks, playgrounds, and active space for courts and fields. Open spaces are undeveloped natural areas characterized by sensitive or unique environmental features.

### TYPICAL LOCATIONS

- ▶ Daniel Park, City Hall Pocket Park

### DEVELOPMENT TYPES

- ▶ Public parks and open spaces
- ▶ Existing and planned, single- and multi-use trails (e.g., bikeways)
- ▶ Joint park areas
- ▶ Public and private recreation areas
- ▶ Cemeteries
- ▶ Undeveloped Natural Areas
- ▶ Multi-use facilities

### CHARACTERISTICS

- ▶ Public parkland will remain in perpetuity with future parkland acquired to fill gaps and support new development
- ▶ Park design, intensity of development, and planned uses / activities should match area character

## SPECIAL USE (SUP)

This designation is for unique uses and their vicinities that warrant special consideration, either to protect a major community asset or other highly-valued use or to buffer and protect nearby properties from potential adverse effects depending on the nature and operational aspects of the special use.

### TYPICAL LOCATIONS

- ▶ Cluster of Texas State Correctional facilities along FM 686 (Henley, Hightower, and Plane)

### DEVELOPMENT TYPES

- ▶ Airport
- ▶ Fairgrounds
- ▶ State correctional facility
- ▶ Medical center
- ▶ Major tourist attraction

### CHARACTERISTICS

- ▶ Unique characteristics beyond anything typically found in a traditional character designation

## LOCAL EXAMPLE (S)



### 902 FM 686, Dayton, TX

Source: Google Earth



## OTHER ACTIONS

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

1. Capital Investments
2. Programs and Initiatives
3. Regulations and Standards
4. Partnerships and Coordination
5. Targeted Planning/Studies

## CAPITAL INVESTMENTS

- A. Place a high priority on water, sewer and drainage investments in infill areas and other strategic sites to facilitate their (re)development.
- B. Continue to use the Capital Improvement Program (CIP) to prioritize water, sewer and stormwater projects that will facilitate desirable growth and development outcomes in accordance with the future land use plan, annexation plan and anticipated growth corridors (e.g., FM 686, FM 1960, Highway 90, SH 146).
- C. Invest in land suitable for a regional detention program.

- D. Inventory and monitor Fire, Police, and EMS needs to provide capital assistance in a timely manner; continue with plans to expand community facilities, including new and decentralized fire and police stations.
- E. Accelerate the acquisition and subsequent disposition of key redevelopment sites throughout Dayton.
- F. Consider the development of a regional destination site (i.e., sports complex with amphitheater, performing arts venue, etc.)
- G. Optimize the Community Center site with additional acquisition and subsequent improvements.
- H. Establish an Advance Funding Agreement with TxDOT to fund enhanced landscape and beautification improvements to the future Grand Parkway interchanges in Dayton.

## PROGRAMS AND INITIATIVES

- A. Obtain a Certificate of Convenience and Necessity (CCN) for water and sewer pursuant to Chapter 291 of the Texas Commission on Environmental Quality (TCEQ).
- B. Establish a program for the phased redevelopment of downtown; finance the program by establishing a Tax Increment Reinvestment Zone (TIRZ).
- C. Use GIS to maintain an inventory of priority sites that are suitable for strategic (re)development.





## REGULATIONS AND STANDARDS

- D. Analyze the feasibility of providing financial incentives for infill development and the efficient utilization of infrastructure investments.
  - E. Optimize the development potential of Dayton's principal corridors, such as FM 1960, Highway 90, SH 146, and the future Grand Parkway; ensure desirable and compatible land use and character patterns that avoid strip (linear) retail development patterns.
  - F. Provide public information and outreach regarding property maintenance and City of Dayton codes.
  - G. Pursue Scenic City designation.
  - H. Promote participation in the National Flood Insurance Program.
  - I. Consider voluntary participation in the Community Rating System.
  - J. Continue to expand beautification initiatives.
  - K. Continue to monitor water quality.
  - L. Monitor the Dayton Volunteer Fire Department Insurance Service Office (ISO) rating and identify actions needed to maintain or improve the rating.
  - M. Evaluate the potential to transition from a volunteer to paid fire department, especially as Dayton continues to grow.
  - N. Initiate a "Little Library" program or consider other alternatives to new community facilities.
  - O. Develop a program to facilitate home ownership.
  - P. Enter into development agreements with properties in the ETJ that are currently AG/TIMBER exempted properties.
  - Q. Continue the phased and contiguous annexation of properties in the ETJ, especially as the full provision of municipal services is feasible.
- A. Create a new neighborhood preservation ordinance that emphasizes character over land use; use the Future Land Use and Character Plan as the basis for the new character districts.
  - B. Offer flexibility in subdivision and development regulations to encourage innovative developments and site designs that are conducive to infill, redevelopment, pedestrian-friendly neighborhoods, and livable neighborhoods with lasting value.
  - C. Develop utility extension and tie-in ordinances and policies that discourage leap-frog development patterns.
  - D. Rewrite the City's subdivision and sign regulations, including the subdivision improvement/design standards; include the new neighborhood preservation ordinance and rewritten codes into a Unified Development Ordinance or Code (UDO/UDC).
  - E. Identify ways to encourage improved perimeter fencing and landscaping, entry features, pedestrian circulation, the preservation of mature trees and natural areas, and other neighborhood amenities.
  - F. Identify ways to encourage or require subdivision designs that include adequate open spaces in either private yards or common areas to partially provide for residents' open space and recreation needs.
  - G. Review, update, and enforce codes and ordinances related to weedy lots, junk vehicles, minimum housing standards, and other aspects of property maintenance.
  - H. Increase enforcement of laws and ordinances pertaining to littering.
  - I. Develop regulations that allow a pallet of residential uses and densities within a residential development, and residential and non-residential mixed-use developments.
  - J. Develop regulations that include development density bonuses for projects that preserve natural areas, stream buffer areas, and flood prone areas, to provide usable open space that will satisfy MS4 BMP criteria, provide recreation, and enhance public safety, allowing developers to maximize the use of difficult properties that have environmental constraints.
  - K. Develop minimum architectural/building design standards for the Downtown district to enhance Dayton's rich history and character.

- L. Develop reasonable design standards that ensures quality site development in terms of buffering adjoining residential uses, landscaping, parking lot, screening, and streetscape treatments.
- M. Ensure that developers are responsible to mitigate the effects of more intense development on the City by establishing regulations that clearly lay out how development will pay their fair share of the cost to develop property in the City limits.
- N. Adopt public improvement design standards that are appropriate for the development and growth of the City.
- O. Develop sign regulations that are adequate for highway frontage, the future Downtown district, and all other locations in the City.
- P. Develop regulations that are consistent with the ideals of the Scenic City program to make Dayton a desirable place to live and work.
- Q. Review periodically and update as needed other City infrastructure design standards and specifications.
- R. Consider a parkland dedication ordinance to supplement the new UDC.

### **PARTNERSHIPS AND COORDINATION**

- A. Identify prospective public and private partners to assist in the provision of infrastructure improvements to serve infill development and strategic sites or those sites that could have a catalytic effect.
- B. Sustain partnerships with residents, business owners, Dayton ISD, social service providers, and other stakeholders in community revitalization efforts.
- C. Coordinate annexation service plans with area utility providers and Dayton ISD.
- D. Work with Dayton ISD to identify surplus properties that could be redeveloped into more productive uses.
- E. Work with the Texas A&M Agricultural Extension service to establish a permanent farmer's market in Dayton.
- F. Continue working with quality developers, including the developers of the future River Ranch Master Planned community, to improve land use and development outcomes in Dayton.
- G. Work with Historical Society to develop new City logo and branding strategy, particularly as they deploy their "star" monumentation program.

- H. Continue working closely with Union Pacific RR and CMC Railroad, especially to coordinate the most desirable future alignment options for Dayton.
- I. Collaborate with Liberty County to continue improving development standards in Dayton's ETJ.

### **TARGETED PLANNING/STUDIES**

- A. Following adoption of this Comprehensive Plan, pursue more detailed and area specific planning for particular neighborhoods, character districts, and corridors within Dayton. More focused planning efforts of this sort also provide an opportunity to coordinate more closely with key partners and entities, as well as to obtain public input at a "grass roots" level. Candidate areas cited during the comprehensive planning process include, among many other possibilities:
  - ▶ Downtown (Main Street) Revitalization Plan.
  - ▶ Comprehensive Corridor Improvements Master Plan.
  - ▶ Wayfinding and Gateway/Entry Feature Master Plan.
  - ▶ Maintenance Specification Standards for all City-owned and maintained property.
- B. Formalize an annexation plan and maintain a detailed annexation feasibility study by parcel that identifies areas for potential annexation, along with consideration of: (1) priorities for annexation, including preferred growth corridors and areas of future development; (2) constraints to future development, including floodplains, potential for water and sewer service, and other limitations; and (3) areas of existing development bordering the corporate limits that can be served by minor utility extensions.
- C. Periodically assess public safety for capacity, facility locations, service areas and level of service.
- D. Update the City's existing water and sewer master plans.
- E. Develop a new Parks and Trails Master Plan.
- F. Study the feasibility of implementing a fiber optic network to facilitate the development of a future modern business park district (see Future Land Use and Character Plan).

# FUTURE CITY

## ECONOMIC OPPORTUNITY

The Economic Opportunity section of the Comprehensive Plan focuses on current, near-term, and long-range economic opportunity needs and priorities in and around Dayton. Dayton's climate as a place to live and do business is based on four areas: education and workforce development, infrastructure, business costs and capacity, and quality of life. Per capita income is one of the best single measures of socioeconomic well-being in a community. As of 2015, the per capita income is Dayton sits at \$23,195. The City will need to take steps to improve this bottom line number by taking the adequate steps to attract, create, and retain more high-paying jobs. One way to do this is to encourage and nurture entrepreneurs and small businesses. Dayton continues to make progress in the area of developing a strong voice and network for entrepreneurs and small businesses in order to establish an entrepreneurial culture in the community.

and services desired by residents and businesses. In turn, the services, infrastructure, and amenities provided by the City are enticements that encourage further economic growth. Additionally, housing continues to be a related component that is needed to support new job growth – and may also need support itself to develop in the quantity and quality expected by Dayton residents.

Well-constructed economic development policies will provide City government the greatest opportunity to influence the quality, quantity, and timing of development. Such policies will create the ability to shift some of the risk or share of funding public improvements to private sector partners and will afford the opportunity to ensure growth pays for itself.

## KEY ISSUES AND CONSIDERATIONS

Four key issues and considerations related to Economic Opportunity were identified through the comprehensive planning process and should be addressed as Dayton's associated vision, goals, and strategic action priorities for the coming years are pursued.

### 1. Emphasis on education and workforce development.

- ▶ Workforce development and finding skilled employees was a repeated concern expressed during the planning input process for this Comprehensive Plan.
- ▶ Dayton's future workforce is in the K-12 school system today, and for long-term economic development, Dayton needs to ensure that these students are competent and prepared for continuing their education and obtaining high-skilled jobs. Results for K-12 scores in Dayton are positive, but adult educational attainment levels are mixed.
- ▶ Dayton currently does not have any institutions of higher learning in its corporate limits. As the

The provision of public services by the City and economic development initiatives have a symbiotic relationship. Increased economic activity that creates a growing tax base better enables the City to provide the infrastructure



City continues to grow, it needs to strengthen its higher education partners, particularly at the regional level with Rice, Houston, Lone Star College, Lee College, and others in relatively close proximity to Dayton.

- ▶ The community should seek ways to leverage such regional resources and take advantage of opportunities that may arise from the use and integration of these assets into Dayton’s economic development initiatives.

**2. Deliberate efforts to leverage regional economic development partners and resources.**

- ▶ Residents and community stakeholders pointed to the success of other communities in the region at leveraging local and regional cluster activity to successfully attract jobs to their communities.
- ▶ Recent attraction “wins” underscored the importance of leveraging regional partners, particularly the Greater Houston Partnership, as well as other area economic development corporations.
- ▶ The Community Development Corporation continues to expand its portfolio of regional partners and resources.

**3. Particular attention and emphasis on creating authentic places that serve as regional destinations.**

- ▶ During the comprehensive planning process, residents expressed a need to develop a strategy for creating at least one regional destination in Dayton that would potentially draw tourists.
- ▶ Among the reasons for creating a regional destination, residents pointed to the potential to create investor/developer interest in a potential hotel development. The potential hotel development would accommodate overnight stays in Dayton and therefore expand the hotel occupancy tax base.

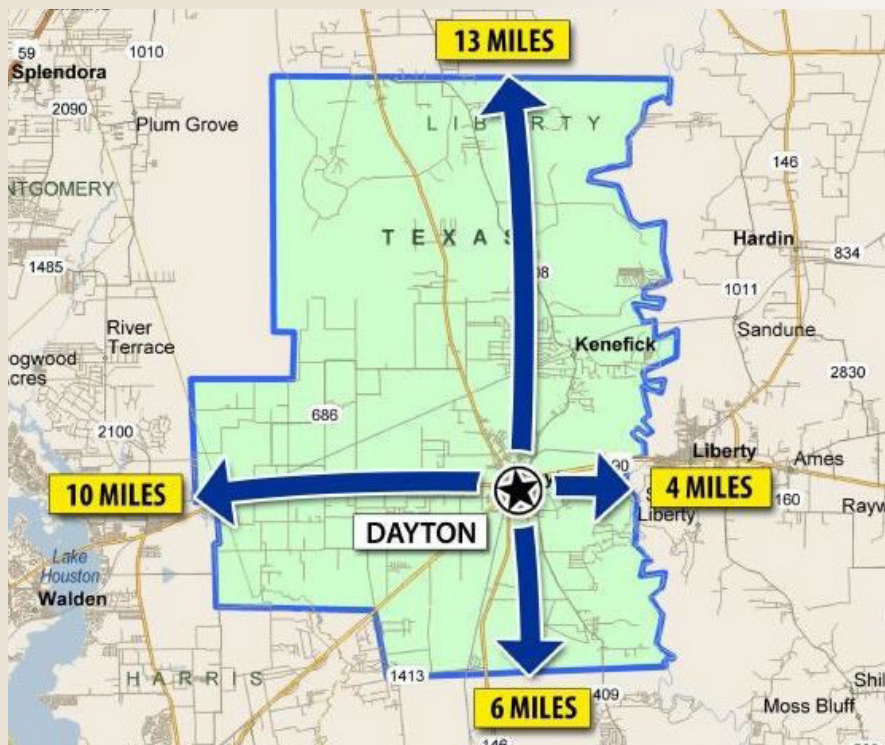
- ▶ Events and attractions that bring visitors to Dayton need to be preserved and expanded as much as possible in order to grow the City’s hotel occupancy tax base that can be used to enhance the quality of life for visitors and residents in a more expedited way.
- ▶ Expansion of the hotel occupancy tax base would create a domino effect to fund activities that promote more stays, including community marketing, plus direct support for more local events, larger number of future destinations, and organizations whose activities drive tourism visits and hotel stays.

**4. A unified front by area public and private partners in Dayton to take a comprehensive approach to economic development that emphasizes “quality of place” along with employment and investment opportunities (e.g., infrastructure readiness, public services, mobility, housing, recreation and amenities, etc.) Deliberate efforts to leverage regional economic development partners and resources.**

- ▶ Much has been written about “quality of place,” as an economic development strategy. The bottom line is that economic development improves a community’s standard of living. The standard of living in Dayton will be improved when adequate job opportunities are available, and also when the City has adequate revenues to fund the appropriate level of infrastructure, maintenance, and recreation services expressly desired by residents.
- ▶ Economic development actions and initiatives that continue to focus on attracting and subsequently retaining new primary employment jobs and diversifying the local tax base.
- ▶ A continued focus on growing the retail sector that will eventually help yield “quality of place” results that residents are seeking.

## DAYTON RETAIL PSYCHOGRAPHICS

The following are the dominant psychographic lifestyle segments for a 24,182 population within a 5- mile retail trade area. The total annual retail leakage in Dayton is approximately \$137,036,800.



Source: Kendig Keast Collaborative, DCDC, Retail Coach

### 33 Big Sky Families

Scattered in placid towns across the American heartland, Big Sky Families is a segment of younger rural families who have turned high school educations and blue-collar jobs into busy, upper-middle-class lifestyles. To entertain their sprawling families, they buy virtually every piece of sporting equipment on the market. Residents enjoy: baseball, basketball, volleyball, fishing, hunting, and horseback riding.

### 37 Mayberry-ville

Like the old Andy Griffith Show set in a quaint picturesque berg, Mayberry-ville harks back to an old-fashioned way of life. In these small towns, upper-middle-class couples like to fish and hunt during the day, and stay home and watch TV at night. With lucrative blue-collar jobs and moderately priced housing, residents use their discretionary cash to purchase boats, campers, motorcycles, and pickup trucks.

### 45 Blue Highways

On maps, blue highways are often two-lane roads that wind through remote stretches of the American landscape.

Among lifestyles, Blue Highways is the standout for lower-middle-class residents who live in isolated towns and farmsteads. Here, Boomer men like to hunt and fish; the women enjoy sewing and crafts, and everyone looks forward to going out to a country music concert.

### 48 Young and Rustic

Young and Rustic is composed of middle age, restless singles. These folks tend to be lower-middle-income, high school-educated, and live in tiny apartments in the nation's exurban towns. With their service industry jobs and modest incomes, these folks still try to fashion fast-paced lifestyles centered on sports, cars, and dating.

### 51 Shotguns and Pickups

The segment known as Shotguns and Pickups came by its moniker honestly: it scores near the top of all lifestyles for owning hunting rifles and pickup trucks. These Americans tend to be young, working-class couples with large families-more than half have two or more kids-living in small homes and manufactured housing. Nearly a third of residents live in mobile homes, more than anywhere else in the nation.

## FRAMEWORK FOR ACTION

The Economic Opportunity framework for action is organized in three tiers: Guiding Principles, Goals, and Strategic Action Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long-run, lead to achievement of the Goals in line with the overarching vision and guiding principles.

### GUIDING PRINCIPLES

1. Dayton will continue to diversify the local economic base and strengthen and stabilize the tax base.
2. Dayton creates quality working environments that foster an attractive sense of place.
3. Dayton facilitates the development of retail and service opportunity for its residents.
4. Dayton ensures that a broad range of housing alternatives are available for employees, employers, and residents transitioning to various lifestyle stages.
5. Dayton proactively encourages dialogue between regional colleges and universities, private sector businesses and the City's public partners to create programs that will nurture innovation, entrepreneurship, and a high-quality workforce by making opportunities for life-long learning accessible to its residents.
6. Dayton's downtown, in particular, helps serve as the foundation for balancing economic growth and new development with older areas of the City.

### GOALS

1. Emphasis on local business retention and expansion.
2. Continued efforts to attract primary employers to Dayton.
3. Expansion of infrastructure to key development sites.
4. Align local economic development priorities with regional priorities to expedite job creation.
5. Enhanced community aesthetics that facilitate economic development activities and guarantee a high quality of life standard for current and future Dayton residents.
6. Ensure that economic development objectives are weighed carefully in all future infrastructure and amenity investment decisions.

## STRATEGIC ACTION PRIORITIES

### OPTIMIZE THE DEVELOPMENT POTENTIAL OF KEY STRATEGIC LOCATIONS THROUGHOUT DAYTON.

- ▶ Dayton's competitive advantages are not only its location and access, but also the number of undeveloped tracts of land in the way of known future growth areas. As those in the real estate community point out during the planning process, it is much easier to start with undeveloped land than redevelop an existing property.
- ▶ In terms of primary job creation, Gulf Inland Logistics Park presents the fastest potential return on investment, but the City and Development Corporation must avoid "putting all of its eggs in one basket."
- ▶ Consideration and identification of a site for a future business park, led by the City and the Development Corporation has strong potential, particularly given strong market demand for office-flex space along SH 146.
- ▶ The future Grand Parkway presents one of the greatest opportunities for ensuring desired master-planned communities. As potentially new homes are built and families move into the area, the City will need to consider creative funding mechanisms to ensure the timely progression of development activity (e.g., MUD in the case of River Ranch). This also means that the City will need to review and revise its policies and mechanisms, such as development agreements, to ensure capturing the ad valorem and sales tax revenues from prospective new developments.
- ▶ Expand the marketing of key development sites in coordination with intended land use or future land use and character plan. In particular, increase and then market Dayton's portfolio of turnkey sites.
- ▶ Ensure that a regional detention plan/master drainage plan aligns with key strategic locations.

### ACCELERATE A RENEWED COMMITMENT TO GROWING AND EXPANDING SMALL BUSINESSES IN DAYTON THAT SERVE AS THE BASIS FOR MORE ENTREPRENEURIAL ACTIVITY.

- ▶ While residents expressed a need to focus on creating more regional destination appeal in Dayton, a large majority still believe that in order to do that, a renewed sense of commitment to people already doing business in the community must be the top strategic priority.

- ▶ In the desire to increase local economic activity and successfully recruit new firms and jobs to an area, the needs of existing businesses can often be overlooked. Nearly everyone engaged during the listening session stage expressed the need to increase resources to support existing businesses in Dayton. A more defined program will help with business retention and expansion, and could generate leads for new projects. The Dayton Community Development Corporation is well-positioned to take the lead on this initiative.
- ▶ The heart of a business retention and expansion program is conducting calls to identify issues that businesses are facing. However, it is not just a matter of calling or visiting businesses and conducting a standardized survey, it is more about having a “conversation” with local businesses. A quality business retention and expansion program involves developing relationships with existing businesses, understanding their needs, and also putting them in touch with services that can help them. Issues that businesses may identify include financing, infrastructure, and incentives. Dayton will need to continue to expand its assistance network for small businesses.
- ▶ Among ideas proposed during the planning process to assist small business growth were regular roundtable meetings, frequent in-person business visits with key community stakeholders present, and the creation of a local leadership development initiative similar to other successful programs in the Houston region.
- ▶ Part of the leadership program would be to connect potential “risk-takers” with more seasoned business mentors.
- ▶ Entrepreneurial culture is about being a place where entrepreneurs are recognized and embraced. Establishing a culture of entrepreneurship in Dayton is part of creating a pipeline of entrepreneurs. Other components of building the pipeline are entrepreneurship education and entrepreneur networks. Education about entrepreneurship should begin in the K-12 system, but also be available as a continuous learning resource for adults. Entrepreneurs themselves need to be the driving force for the evolution of the network.

**IMPLEMENT A SYSTEMATIC APPROACH TO COMPREHENSIVE COMMUNITY BEAUTIFICATION.**

- ▶ Millennials want to live and work in a place that has a high quality of life and corporations are following this

cohort closely. While Dayton does not necessarily have to cater to this cohort alone, it can certainly borrow from this cohort’s aesthetic preferences, particularly its preference for a walkable community.

- ▶ It is increasingly important to focus on attracting and retaining people as a component of economic development efforts. This also means improving the quality of life and amenities in a community to make it a place that people want to live and work.
- ▶ Residents frequently pointed to a need for parks, trails, and other community amenities. A parkland dedication/fee-in-lieu mechanism to secure acreage for new public parks in conjunction with new development. This tactic was mentioned as part of a larger future land use and character strategy for Dayton.
- ▶ A focus on beautifying corridors, new gateway monuments and entry features, a family of signs for all City properties, wayfinding signage, and enhanced landscape standards throughout the community.



Precedent Example: Wayfinding in Sugar Land, TX

- ▶ Improve maintenance standards throughout the community.
- ▶ Continue support for façade enhancement grants throughout the community.

**TARGET BUSINESS SECTOR DEVELOPMENT THROUGH WORKFORCE AND PIPELINE DEVELOPMENT.**

- ▶ If Dayton is going to have target business sectors, it must also have a workforce prepared to take jobs in those sectors. Workforce development is



a critical component of a target sector program and requires the collaborative efforts of higher education institutions, workforce development professionals, economic development professionals, and businesses.

- ▶ The priority is to focus on diverse support for education, stronger linkages between education institutions and other groups, workforce preparation in target business sectors, and services to help displaced workers find jobs.

**PROMOTE A CLEAR INTENTION TO REDEVELOP DOWNTOWN.**

- ▶ Without the intention of actually revitalizing Downtown, there is little reason to begin the process in the first place. In the face of new development opportunities, it will be critical for Dayton to strike a healthy balance between promoting new investment and facilitating reinvestment in older areas of the City.
- ▶ Downtown redevelopment means the creation of walkable streets and sidewalks; shared-use structured parking; culture and entertainment; increased safety and cleanliness; and programming and marketing.
- ▶ Identification of specific redevelopment sites with the highest and fastest potential to catalyze further redevelopment in Downtown Dayton.
- ▶ Establish a new Downtown boundary and implement financial mechanisms (i.e., TIRZ, etc.) to capture added public and private investment that could be reinvested right back into Downtown redevelopment efforts.
- ▶ The bulk of public investment must be made in the early years, however, in order to set the stage for private development.
- ▶ Consideration of a possible theater arts venue in Downtown to go hand-in-hand with the next strategic action priority.

**MAKE DAYTON THE PREMIERE ARTS, CULTURE AND RECREATION DESTINATION IN LIBERTY COUNTY.**

- ▶ This is one area of economic development that was identified as a deficiency during the public input process for this Comprehensive Plan; namely, the lack of assets that give Dayton a competitive edge in a very competitive regional context.
- ▶ Prepare a plan that outlines possible alternatives and the financial feasibility of each, including site suitability.

- ▶ Expedite the creation and implementation of a master plan for parks and trail amenities in Dayton.



Precedent Example: Performing Arts Venue in Conroe, TX

**OTHER ACTIONS**

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

1. Capital Investments
2. Programs and Initiatives
3. Regulations and Standards
4. Partnerships and Coordination
5. Targeted Planning/Studies

**CAPITAL INVESTMENTS**

- A. Implement water, sewer and drainage improvements outlined in future master plans.
- B. Develop engineering plans for key strategic growth areas that lay out water, sewer and drainage specifics by target area; utilize Chapter 380 reimbursement agreements for properties that will accelerate utility extensions sooner than the CIP schedule allows.
- C. Consider funding to develop a modern Business Park location; budget for Phase I road construction and other infrastructure improvements to expedite its development.

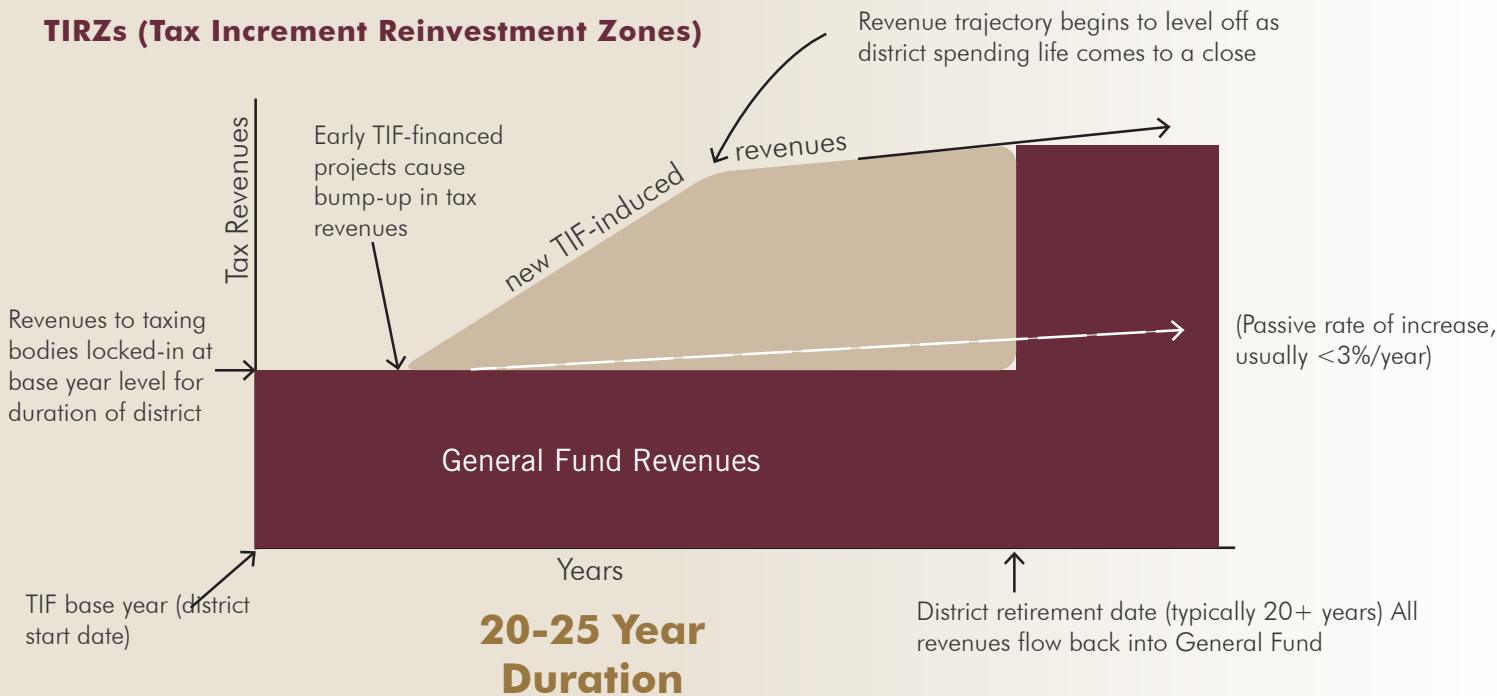
- D. Consider funding a performing arts theater in Downtown.
- E. Phase sidewalk improvements throughout Dayton.
- F. Redevelop the rice dryer site.
- G. Pursue development of a sports complex by identifying area gaps or niche opportunities; location may entail enhancing an existing underutilized and underdeveloped park site.
- H. Consider the feasibility of a co-working space in Downtown.
- I. Consider the development of a permanent and year-round farmer’s market location.
- J. Consider locations for two to three splash pad locations with one definite location being in Downtown.
- K. Begin identifying and budgeting for future streetscape and wayfinding signage improvements, including gateway and entry feature development and implementation.
- L. Consider the feasibility of underground utilities in strategic locations.
- M. Continue to utilize incentives and other programs while expanding the economic development toolbox to include Tax Increment Reinvestment Zones (TIRZ) and special district creation (i.e., MUDs, PIDs, etc.).



Precedent Example: Co-working Space in Downtown Pella, IA

## EVOLVING THE DAYTON CIP FINANCE TOOLBOX

### TIRZs (Tax Increment Reinvestment Zones)



Tax Increment Reinvestment Zones (TIRZs) are special zones created by City Council to attract new investment in an area. TIRZs help finance costs of redevelopment and encourage development in areas that would otherwise not attract sufficient market development in a timely manner. Taxes attributable to new improvements (tax increments) are set-aside in a fund to finance public improvements within the boundaries of the zone. Possible target locations in Dayton include: Downtown and adjacent areas.

Source: Kendig Keast Collaborative

## EVOLVING THE DAYTON CIP FINANCE (CONTINUED)

### **PIDs (Public Improvement Districts)**

A Public Improvement District is a defined geographical area established to provide specific types of improvements or maintenance which are financed by assessments against the property owners within the area. PIDs provide a development tool that allocates costs according to the benefits received. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be constructed or provided. Chapter 372 of the Texas Local Government Code authorizes the creation of PIDs by cities. The owners of the properties in the defined area can request the City to form a PID through a petition, which may include the establishment of an Advisory Body. With the establishment of an advisory body, the property owners within the PID have control over the types of improvements, level of maintenance, and amount of assessments to be levied against the property owners. Possible target locations in Dayton include: Downtown and older residential and commercial areas throughout Dayton.

### **MUDs (Municipal Utility Districts)**

A Municipal Utility District (MUD) is one of several types of special districts that function as independent, limited governments. The purpose of a MUD is to provide a developer an alternate way to finance infrastructure, such as water, sewer, drainage, and road facilities. Managed by a Board elected by property owners within the MUD, a MUD may issue bonds to reimburse a developer for authorized improvements and the MUD will utilize property tax revenues and user fees received from water and sewer services operated by the MUD to repay the debt. As the MUD pays off its debt, more of its tax revenue can be directed to other services. Originally, MUDs were very limited in what they were

allowed to finance and what services they could provide. Over time, MUDs began taking on more responsibilities and providing enhanced services for their residents such as parks and recreation, deed restriction enforcement, and solid waste service. MUDs rely on the County to provide police and road maintenance services and Emergency Service Districts (ESDs) for providing fire protection. Possible target locations in Dayton include: multiple locations outside the City, particularly those far from the City's basic service provision areas.

### **Management Districts**

Management Districts are special districts created by the Texas legislature. These districts are empowered to promote, develop, encourage and maintain employment, commerce, transportation, housing, tourism, recreation, arts, entertainment, economic development, safety and the public welfare. Management Districts are given the power to finance their operations by issuing bonds or other obligations, payable in whole or in part from ad valorem taxes, assessments, impact fees, or other funds of the District to provide improvements and services. They may not levy a tax or assessment on single-family detached residences. Furthermore, districts may levy a tax only after holding an election within the district. These districts are intended to supplement, not supplant, existing public services. Possible target locations in Dayton include: future commercial developments in and around the Grand Parkway.

**PROGRAMS AND INITIATIVES**

A. Elevate tourism and internal/external marketing efforts, including the number of programmed events in Downtown. Targets should quantify attendance and

event results carefully to continually seek avenues for improvement, including the identification of future niche event/tourism sectors. Advance arts and culture programming as part of this effort.



**ENHANCED EVENT PROGRAMMING IN DAYTON**

**Future Priority Events**

- Temporary to Permanent Farmers’ Market (Downtown)
- Dayton’s Got Talent (Downtown or Community Center)
- Halloween Dance and Party (Downtown)
- Summer Movie Nights (Downtown)
- Beer and/or Wine Fest (Downtown)
- Festival
- Parade
- Concerts on the Park (Downtown or Park Location)
- Arts and Crafts Fest
- Bike Party
- Organized Runs (i.e., 5K, 10K, etc.)
- Routine Athletic and Fitness Events (Downtown)
- Trailer Food Tuesdays (Downtown)
- Girls’ / Guys’ Night Out (Downtown or Community Center)
- Family Game Night



Example of Ongoing Events in Dayton: Trade Show



Precedent Example: Farmers’ Market in Ann Arbor, MI



Example of Ongoing Events in Dayton: Christmas Event



Precedent Example: Movie Night in Bellevue, WA

- B. Formalize a program of annual visits to businesses that monitor and capitalize on opportunities for expansion.
- C. Expand the façade improvement grant program.
- D. Consider allocating use of CDBG funds to build affordable houses in strategic infill locations.
- E. Increase targets and metrics for all economic development activities.
- F. Develop “Leadership Dayton” program.
- G. Initiate efforts to increase incubator activity.
- H. Develop new City brand, including logo and associated considerations; coordinate with beautification strategy.
- I. Increase code enforcement programs by target area or persistent issue.
- J. Optimize the use of Foreign Trade Zone No. 171.

**REGULATIONS AND STANDARDS**

- A. Consider the development of maintenance specification standards for all public facilities and improvements.
- B. Consider increasing masonry requirements for public and private development projects to ensure a higher built environment standard.
- C. Pursue and implement a Unified Development Code in careful coordination with the future land use and character plan; streamline development process to intensify “business-friendly” perception.
- D. Consider a new zoning ordinance to ensure that future economic development goals are met.

**PARTNERSHIPS AND COORDINATION**

- A. Consider and itemize a formal strategy for improving working relationships with public and private partners. Among the organizations that should be considered are: Liberty County, Greater Houston Partnership (GHP), H-GAC, Dayton Volunteer FD, Police/Sheriff’s office, TxDOT, Dayton ISD, Houston Regional Economic Development Alliance (HREDA), Port of Houston Authority, BNSF Railway, Union Pacific Railroad, CMC Railroad, Gulf Coast Rail District, Southwest Area Rail Shippers, and Team Texas.
- B. Continue to strengthen City-DCDC relationship with particular attention to economic development activity.

- C. Integrate DCDC and Chamber participation in pre-development process for the adequate vetting of projects with major economic development potential for the City.
- D. Enact education pipeline strategy by partnering with area institutions of higher learning and Dayton ISD.
- E. Develop and advertise a formal RFP for the pursuit and selection of a Downtown redevelopment private partner.
- F. Strengthen partnerships with major healthcare and industrial developers in the Houston region, including brokers and tax advisors.

**TARGETED PLANNING/STUDIES**

- A. Develop and update an economic development strategic plan.
- B. Expand retail market study to other key economic sectors and/or product types by developing custom trade area analyses (i.e., residential, industrial, etc.).
- C. Itemize existing and other potential City-DCDC financial incentives into a formal City incentives policy; update annually.
- D. Develop and implement a Downtown Revitalization Plan.
- E. Advance and update comprehensive beautification strategy.
- F. Consider working with H-GAC to perform a Livable Center Study; the study could serve as Phase II of the Downtown Revitalization Plan and expand upon initial efforts to include high-impact transportation-related capital improvement projects (in coordination with Transportation and Mobility section of this Comprehensive Plan).
- G. Ensure implementation of Water, Sewer, and Drainage Plans in coordination with future land use and character plan and economic development goals and objectives.
- H. Consider developing a comprehensive master improvements plan for all major corridors in Dayton (i.e., Grand Parkway, FM 1960, SH 146, US 90, SH 321, FM 1409, etc.).

- I. As part of a program to better quantify economic development performance, consider an annual benchmark study.
- J. Ensure the development and implementation of Parks and Trails Master Plans that enhance the City's portfolio of amenities.



Precedent Example: Monument Sign in Pearland tied to Comprehensive Corridor Beautification Effort

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# FUTURE CITY

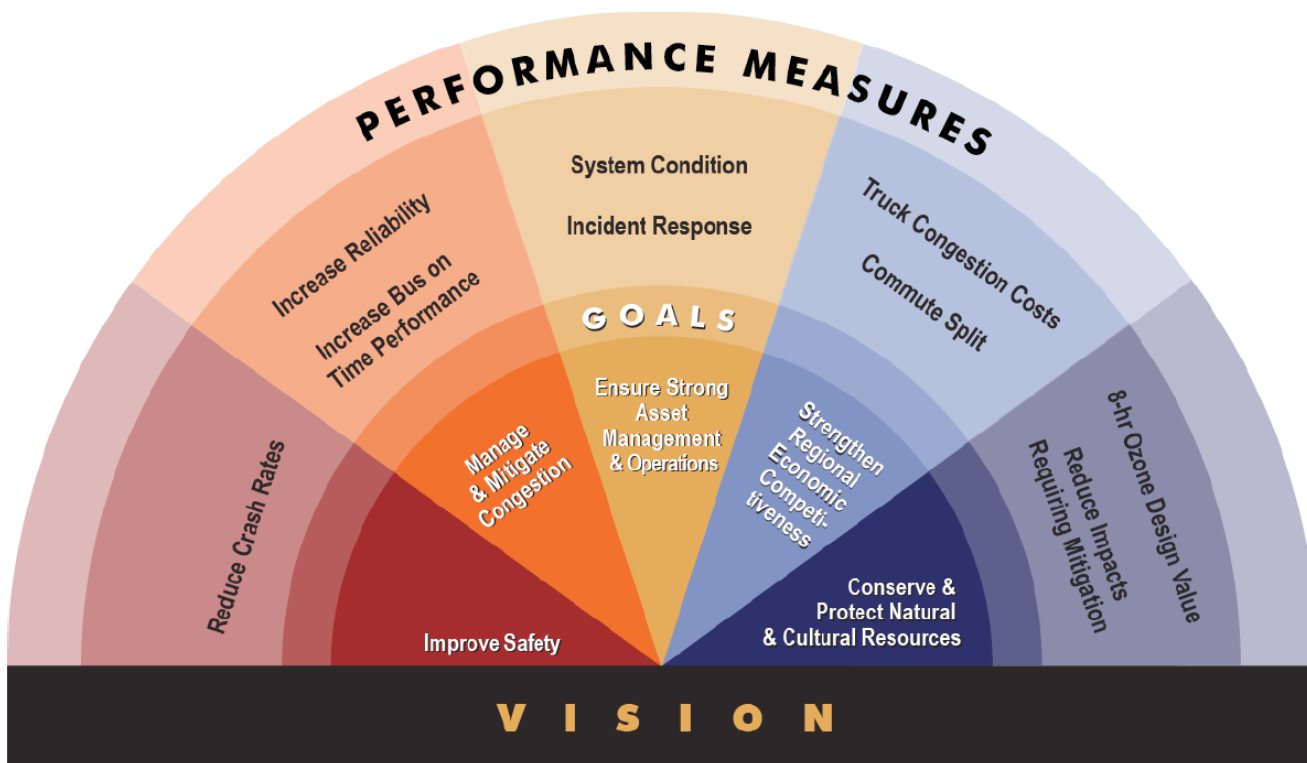
## TRANSPORTATION AND MOBILITY

**The Transportation and Mobility section of the Comprehensive Plan focuses on current, near-term, and long-range transportation needs and priorities in and around Dayton. Fundamental to this area of planning at the municipal level are procedures for the preservation of rights-of-way for thoroughfare system development, while also coordinating improvements and initiatives for various other modes of transportation. As in any growing community, Dayton must have an adequate street network to collect, distribute, and convey traffic within and through the community. Other focus areas include ensuring the safe and efficient movement of goods and people, providing for more widespread implementation of dedicated pedestrian and bicycle routes and infrastructure, and continuing to plan for essential transportation services.**

The Houston-Galveston Area Council (H-GAC), which includes both the City of Dayton and Liberty County, is responsible for conducting transportation planning processes that allow the agency to receive federal and state transportation funding. The MPO uses a locally-driven process, working with a variety of area agencies and interests, including the City, to appropriately direct funds toward the 2040 Regional Transportation Plan (RTP) and the 2017-2020 Transportation Improvement Program (TIP) for the Dayton area, as overseen by the H-GAC and adopted May 27, 2016 by the H-GAC's Transportation Policy Council, addresses the eight planning factors specified by the U.S. Department of Transportation (USDOT) for such plans, which must also be aligned with Dayton's transportation and mobility interests:

1. **Economic Vitality:** The transportation network provides the region with access to jobs, shopping, education, and recreational activities. It also enables inter-regional travel and affects freight movement and international trade.
2. **Safety:** Motorized and non-motorized users of the transportation system expect and deserve a safe experience while traveling.
3. **Security:** Concerns for security, and preparedness to respond to natural disasters and other potential threats, have gained more prominence in transportation planning in recent years.
4. **Accessibility and Mobility:** Improving the accessibility and mobility of both people and freight is a key objective of transportation planning. Access refers to the ability of a person to acquire a good or a service regardless of their physical location. Mobility refers to the ability of a person to physically move to another place where a good or a service is available.
5. **Environment, Energy Conservation, and Planned Growth:** People are increasingly conscious of how their actions affect the environment and show concern that Dayton's natural resources can meet their needs both today and in the future. Both population growth and economic development tend to increase the amount of travel and impose more intense demands on the natural and built environment. Transportation investments can help address this issue by building toward a more efficient and balanced intermodal system that considers quality of life issues as well as access and mobility issues.
6. **Modal Integration and Connectivity:** Transportation planning for the Dayton area leads to projects that support a balanced and integrated multimodal system for vehicles, pedestrians, bicyclists, public transit, air travel, and movement of goods via rail and water.
7. **System Management and Operation:** Getting the most out of the existing transportation infrastructure through efficient and cost-effective projects is a key goal in the Dayton area. This can lead to projects involving improved traffic signal synchronization, better access management along existing roadways, upgraded intersections, and elimination of at-grade railroad crossings.





Source: Houston-Galveston Area Council (H-GAC)

- 8. System Preservation: While growth in the region certainly calls for increased transportation capacity, it is just as important to maintain the existing infrastructure in a state of good repair.

## KEY ISSUES AND CONSIDERATIONS

Five key issues and considerations related to Transportation and Mobility were identified through the comprehensive planning process and should be addressed as Dayton’s associated vision, goals, and strategic action priorities for the coming years are pursued.

1. Traffic congestion near the Cleveland St. underpass and intersection with railroad, as well as major congestion along all Highway 90 at-grade railroad crossings.
  - ▶ One of the constant messages relayed by members of the community in questionnaires and public input meetings was the need to provide a solution to the congestion near the downtown area.
  - ▶ The underpass at the railroad was brought up time and time again as a major consideration for the City, particularly as it considers specific capital outlays in its CIP.

- ▶ Part of the challenge with many of the principal roadways in Dayton is the City’s attempts to partner with railroads and TxDOT. While some of these partnership efforts have fallen short, the City and residents conveyed a renewed sense of potential, especially with all of the projected growth coming to the City.
- ▶ While it is expected that CMC Railroad, Inc., the developer of Gulf Inland Logistics Park, works with TxDOT and the City to consider future alignment solutions, the City needs to continue to express its transportation goals directly to all public and private partners, including BNSF Railway and Union Pacific Railroad.

2. New roads and extensions to relieve traffic congestion near Downtown Dayton.
  - ▶ As overwhelmingly expressed throughout the public input process for this Comprehensive Plan, the City will need to ramp-up efforts to grow and expand its transportation network.
  - ▶ Part of growing the corporate limits and expanding its transportation network will naturally require a partnership with Liberty County, particularly as the City assumes maintenance of County roadways.

While the City is not required by state law to assume ownership of public roadways as part of an annexation services plan, it can be expected that it will be maintaining numerous roadways in need of major maintenance, including some that will require outright reconstruction.

- ▶ The City will also need to work closely with known potential developers to ensure adequate standards and future connectivity to the network.
- ▶ The City will need to consider explicit ways that it can require developers to dedicate the proper right-of-way by applying its new Future Thoroughfare Plan. Specific language in its annexation services plan will need to state that it is the responsibility of the developer to construct or provide streets and roads necessary to serve the expected demand of new development.
- ▶ Standards for street design and construction within an incorporated city, with rare exception, should reflect its more urbanized or at least suburban character relative to rural and exurban areas. This usually means provision for curb and gutter construction, sidewalks, street lighting, signage, and sufficient open space for right-of-way landscaping opportunities. Many of these standards typically should apply in the ETJ as well, especially where the City is likely to annex such areas and be responsible for public street maintenance in the future. Curb and gutter, sidewalks, street lighting, and urban-style means for storm drainage are all often appropriate in prime growth areas adjacent to the current City limits. In outlying areas of Dayton’s ETJ, where development character is more likely to remain rural or mostly estate residential (one to three acres or more), the standards may be varied to mirror the area character, but remain reasonable and feasible (e.g., drainage via open ditches, street lighting more widely spaced or at important intersections, if provided at all, generally no sidewalks, except around schools or other pedestrian-oriented destinations, etc.).

**3. Improvements in access management, especially near the Downtown area.**

- ▶ Residents and stakeholders expressed a concern about traffic circulation in and around the Downtown area, particularly during peak times.
- ▶ A possible consideration for the City is to facilitate the application of better onsite traffic circulation patterns by working with property owners to reduce or consolidate the number of driveways along principal roadways.

- ▶ Consideration of new cross-section design alternatives to all existing roadways that allow for raised, landscaped medians as opposed to continuous left turn lanes.



Source: City of Dayton, TX Website

**4. A concerted transportation network priority on safety, especially that of pedestrians.**

- ▶ Residents and community stakeholders pointed to initiate a Safe Routes to School program as the foundation for a Sidewalk/Trails Master Plan. As noted above, not only is this objective weighted seriously in today’s competitive federal transportation funding process, but it is one the City should consider as one of its own local transportation objectives. While the level of coordination necessary to accomplish this transportation objective may be daunting, the City has willing partners (i.e., prospective developers, H-GAC, TxDOT, DISD, etc.).
- ▶ During the Comprehensive Plan process, participants frequently pointed to areas in and around existing and future schools, as well as the Downtown area overall as priority areas for either sidewalk connections or the construction of new sidewalks.
- ▶ Staff pointed to critical safety issues and considerations in the implementation of a sidewalk network. Among them is the large number of students using existing travel lanes or shoulders to either walk or bike to and from school.
- ▶ A proposed major sidewalk “spine” along SH 321 could serve as the first phase of a more comprehensive sidewalk program.

## SIDEWALK ISSUES IN DAYTON



Source: City of Dayton

5. New tools and technologies to enhance traffic capacity and improve mobility.
  - When presented with a series of potential new traffic tools and technologies to optimize the current transportation system, participants expressed a desire to evaluate and explore almost anything that would enhance the existing network.

- Potential new tools and technologies considered included: access management, internal circulation enhancements, traffic roundabouts, enhanced traffic calming applications, evaluation of traffic signalization, “smart,” green, and Traffic System Management (TSM).

## FRAMEWORK FOR ACTION

The Transportation and Mobility framework for action is organized in three tiers: Guiding Principles, Goals, and Strategic Action Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long-run, lead to achievement of the Goals in line with the overarching vision and guiding principles.

### GUIDING PRINCIPLES

1. Dayton offers a system of roadways that are safe and convenient to facilitate mobility in the City, region, and state via different modes of transportation.
2. Dayton maintains and operates its existing network in a manner that preserves and extends the longevity of its roadway investments.
3. Dayton proactively secures funding for a new and expanded transportation network that connects the City to the greater Houston region in order to enhance its economic resiliency.

### GOALS

1. A roadway network that accommodates the safe and efficient flow of traffic.
2. Expanded regional accessibility via highway, rail, and all modes of transportation.
3. A new emphasis on a multi-use Hike and Bike System to improve pedestrian mobility.
4. Dayton transportation goal alignment with regional, state, and federal transportation goals, policies, and programs.

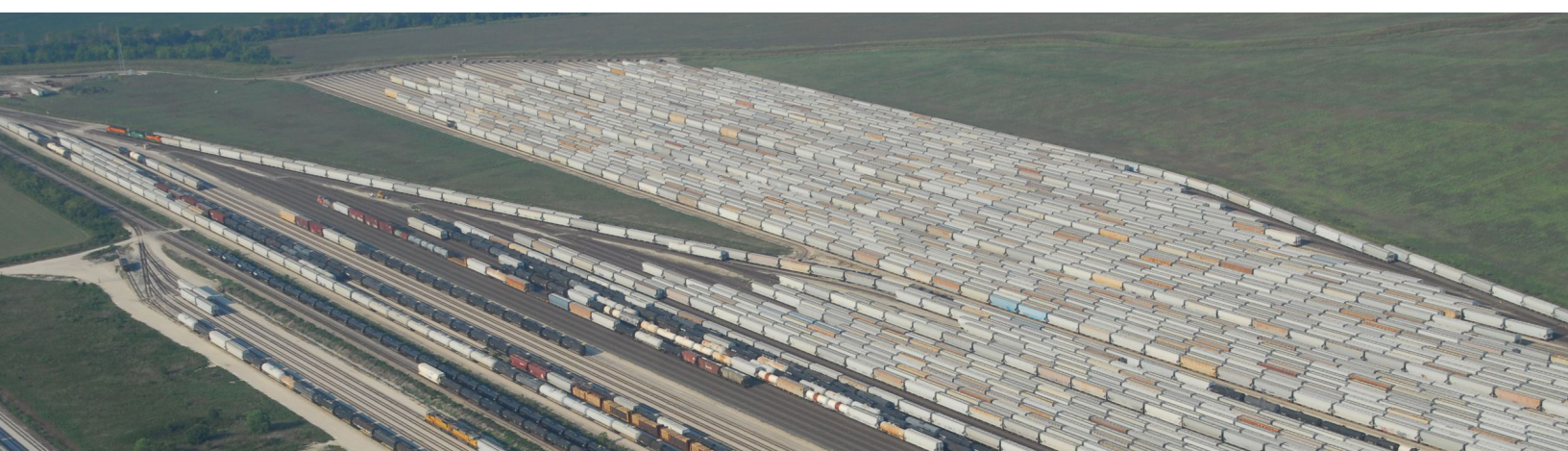
## STRATEGIC ACTION PRIORITIES

### FUNDING COMMITMENT TO LOCAL MAINTENANCE AND NEW CAPITAL PROJECTS WITH A “HIGH-IMPACT” APPROACH.

- ▶ As this strategic action priority was discussed at numerous meeting with the general public and during listening sessions with stakeholders, it became clear that the City needs to take a “high-impact” approach. This means considering a project that could have the greatest impact on transportation goals and economic development objectives.
- ▶ With the high-impact approach in mind, most of the potential projects outlined during the public input process were new roads in the City’s western half, including more north-south and/or east-west connections to ensure connectivity and mobility to the future Grand Parkway.
- ▶ Potential capital outlays should be reflected in the City’s CIP and leveraged with other financial resources to maximize local dollars per project.

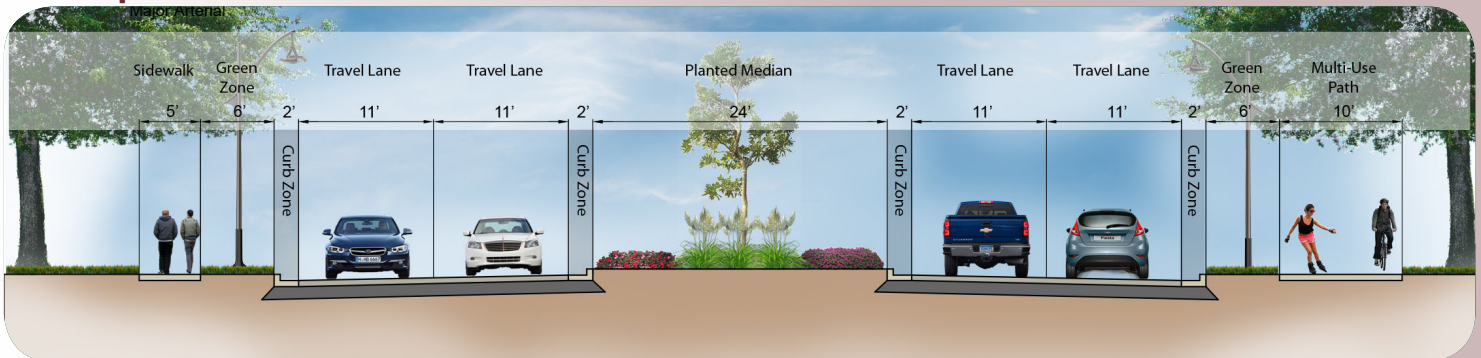
### A NEW CROSS-SECTION DESIGN FOR THE CITY THAT ESTABLISHES A MORE MODERN APPROACH TO TRANSPORTATION PLANNING, ESPECIALLY CONSIDERING A COMPLETE STREETS APPROACH.

- ▶ Consider formalizing a “Complete Streets” policy and design approach for new and potential reconstructed roadway corridors. Under this philosophy and method, which is being implemented across communities in Texas, more effective corridor design and operation is considered from the start rather than as an afterthought, especially during engineering-related considerations.

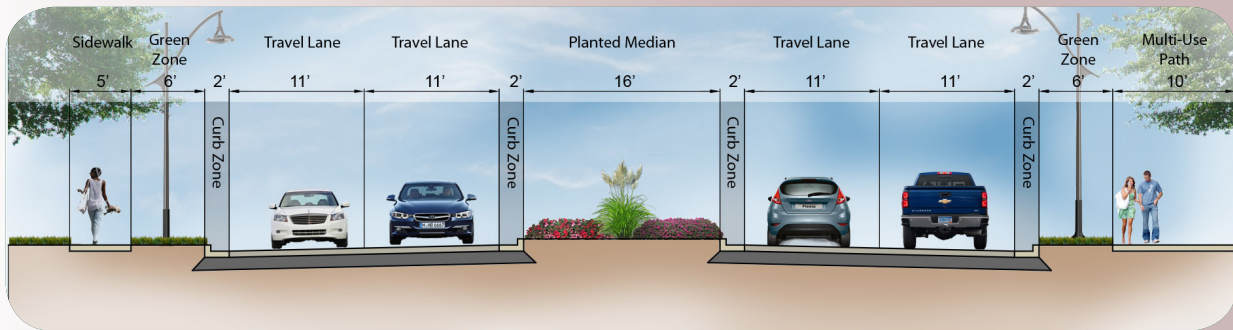


## PROPOSED CROSS-SECTIONS FOR DAYTON

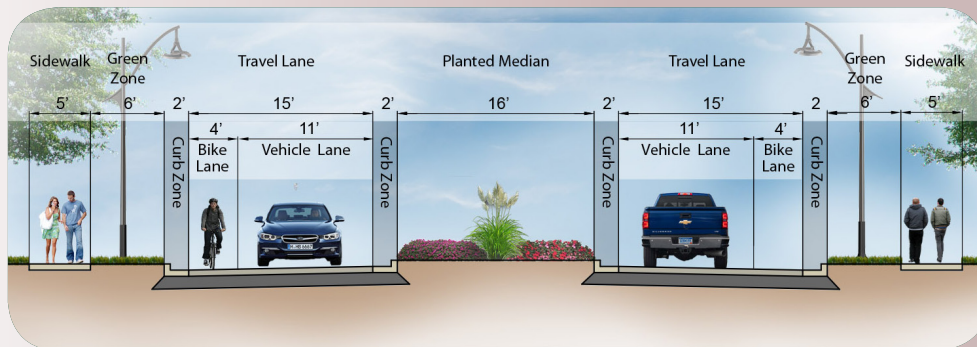
### Major Arterial 150' ROW



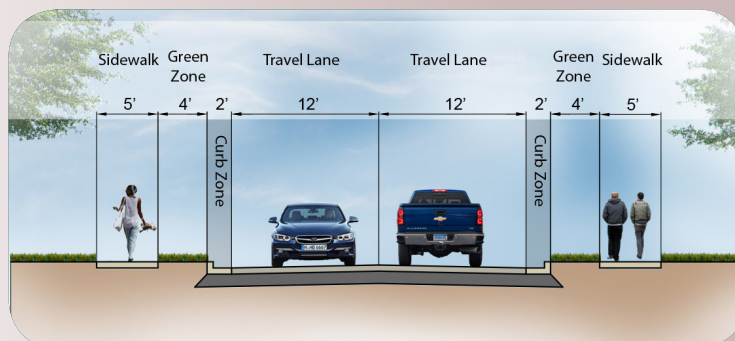
### Minor Arterial 120' ROW



### Major Collector 90' ROW



### Figure 2 Minor Collector 75' ROW



Source: Kendig Keast Collaborative

- ▶ Access Management is the proactive management of vehicular access points to land parcels adjacent to all manner of roadways. Good access management promotes safe and efficient use of the transportation network. Access management encompasses a set of techniques that state and local governments can use to control access to highways, major arterials, and other roadways. These techniques include:
  - ▶ **Access Spacing:** increasing the distance between traffic signals improves the flow of traffic on major arterials, reduces congestion, and improves air quality for heavily traveled corridors.
  - ▶ **Driveway Spacing:** Fewer driveways spaced further apart allows for more orderly merging of traffic and presents fewer challenges to drivers.
  - ▶ **Safe Turning Lanes:** dedicated left- and right-turn, indirect left-turns and U-turns, and roundabouts keep through-traffic flowing. Roundabouts represent an opportunity to reduce

an intersection with many conflict points or a severe crash history (T-bone crashes) to one that operates with fewer conflict points and less severe crashes (sideswipes) if they occur.

- ▶ **Median Treatments:** two-way left-turn lanes (TWLTL) and non-traversable, raised medians are examples of some of the most effective means to regulate access and reduce crashes.
- ▶ **Right-of-Way Management:** as it pertains to ROW reservation for future widenings, good sight distance, access location, and other access-related issues.

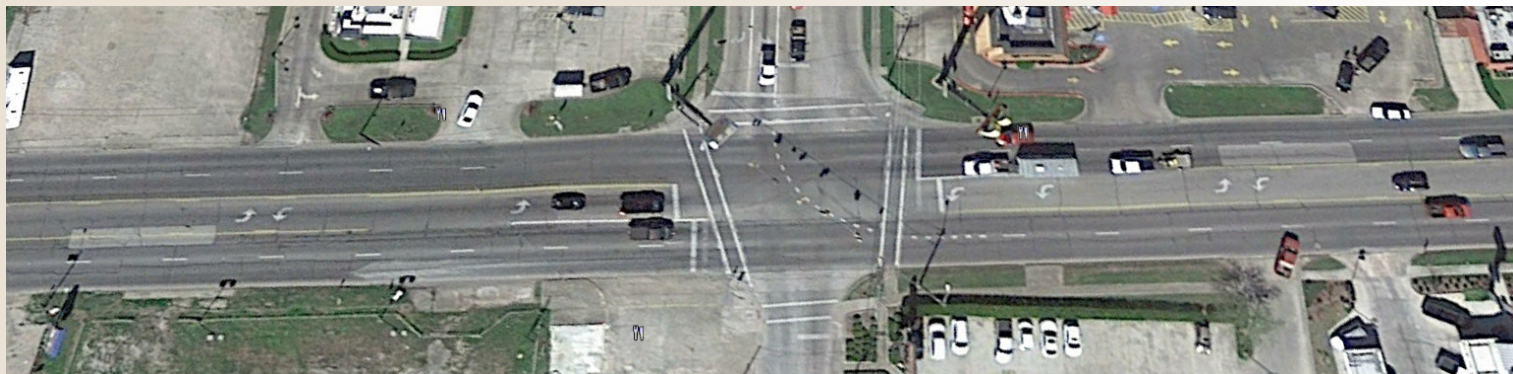
Access Management provides an important means of maintaining mobility. It calls for effective ingress and egress to a facility, efficient spacing and design to preserve the functional integrity, and overall operational viability of street and road systems.

## FUTURE ACCESS MANAGEMENT IN DAYTON

### US 90

#### CRITERIA FOR PRIORITIZATION:

- |  |   |   |
|--|---|---|
| <input checked="" type="checkbox"/> Large number of curb cuts. | <input checked="" type="checkbox"/> No dedicated right turn lane.   | <input checked="" type="checkbox"/> High traffic counts.            |
| <input checked="" type="checkbox"/> Continuous turn lane.      | <input checked="" type="checkbox"/> Increasing development density. | <input checked="" type="checkbox"/> Pedestrian/vehicular conflicts. |



Source: Google Earth

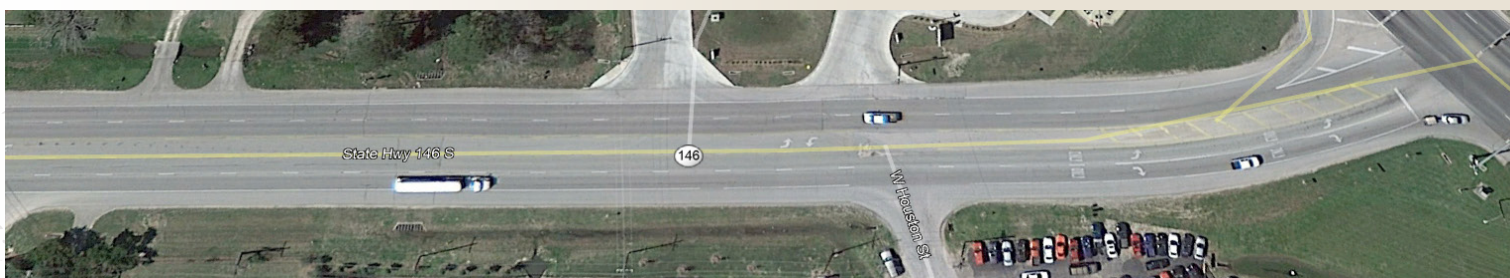
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## FUTURE ACCESS MANAGEMENT IN DAYTON

### SH 146

#### CRITERIA FOR PRIORITIZATION:

- ✓ Large number of curb cuts.
- ✓ Continuous turn lane.
- ✓ No dedicated right turn lane.
- ✓ Increasing development density.
- ✓ High traffic counts.
- ✓ Heavy truck traffic.
- ✓ Hurricane evacuation route.

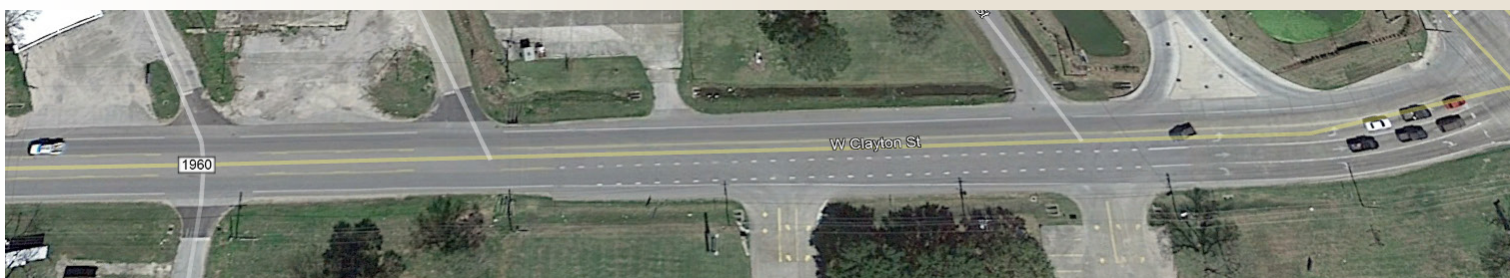


Source: Google Earth

### FM 1960

#### CRITERIA FOR PRIORITIZATION:

- ✓ Large number of curb cuts.
- ✓ Continuous turn lane.
- ✓ No dedicated right turn lane.
- ✓ Increasing development density.
- ✓ High traffic counts.



Source: Google Earth

### MEASURES THAT APPLY “SMART” TECHNOLOGY AND A TRANSPORTATION SYSTEM MANAGEMENT (TSM) APPROACH TO MAJOR ROADWAYS, WHERE EFFICIENT TRAFFIC FLOW AND SAFETY ARE A TOP PRIORITY.

- ▶ In a transportation planning context, smart technology may apply to computer-equipped sensor technology installed on streetlights that gather information about traffic. The data is then made available on a website for easy access to corridor users, especially to highlight areas where traffic is moving slowly. Smart phone applications, such as Waze, may even help alert the City of traffic and road conditions in real time, including other potential

road and safety hazards causing major traffic delays or concerns.

- ▶ Transportation System Management (TSM) refers to a set of strategies that largely aim to reduce congestion, primarily by improving transportation system capacity and efficiency. TSM strategies may also address a wide range of other externalities associated with driving such as pedestrian/driver safety, efficiency, congestion, travel time, and driver satisfaction. Some TSM strategies are designed to reduce total and systemic congestion and improve system-wide efficiency, while other strategies target particularly problematic areas where improvements could greatly affect congestion, safety, and efficiency. As Dayton’s transportation system grows, it will

be important for the City to consider carefully the implementation of the following six more specific types of TSM measures (i.e., FM 1960, SH 146, Highway 90, N. Cleveland St./SH 321, FM 686, East Clayton St./FM 1008, FM 1409, etc.):

- ▶ Traffic Signal Optimization - Traffic signal optimization is the process of improving the operations, maintenance, timing, and location of traffic signals to promote smoother traffic flow, which simultaneously reduces GHG emissions.
- ▶ Incident Management - Incident management programs use patrols or Information Technology Systems (ITS) to quickly detect and clear traffic incidents, thereby reducing delays and congestion and, in turn, reducing fuel consumption and CO<sub>2</sub> emissions.
- ▶ Speed Limit Reduction and Enforcement - This policy seeks to reduce vehicle speeds on highways and throughways (and thus reduce GHG emissions) by lowering and/or enforcing speed limits.
- ▶ Roundabouts - Roundabouts are alternatives to traffic signals. Roundabouts are circular road junctions in which traffic enters a continuous one-way stream around a central island. Such traffic routing can reduce vehicle idle times and improve traffic flow, thereby reducing fuel consumption and emissions.
- ▶ Road Resurfacing - Resurfacing rough roads reduces friction, thereby improving fuel efficiency.
- ▶ Alternative Construction Materials (i.e., green materials) - The majority of energy used for transportation construction comes from the production of pavement materials. Cement and asphalt production are the two most common industrial processes. Other cost-effective alternatives should always be evaluated and considered by the City, especially for the local roadway network.

#### **ACTIONS THAT LEAD TO A BICYCLE AND PEDESTRIAN MASTER PLAN.**

- ▶ As the City moves forward with leveraging other funds to finance transportation projects, it will need to consider the development of a Bike and Ped Master Plan. Not only will the plan help to better position the City for leveraging potential grant funds for major transportation projects, it will be able to implement the plan by establishing basic eligibility for bicycle and pedestrian improvements in Dayton.

- ▶ Throughout the Comprehensive Plan process, pedestrian safety was discussed time and time again. A Bike and Ped Master Plan will lay the groundwork for the phased construction of an interconnected and safe bicycle/pedestrian network that serves as a recreational amenity and an alternative transportation mode.
- ▶ Dedicate funding to fill gaps in the provision of existing sidewalks.
- ▶ Accelerate ways to incorporate bicycle and pedestrian components and amenities into new and redesigned roadways, especially with a keen eye on securing the adequate right-of-way that allows for safety and transportation goals to be met.

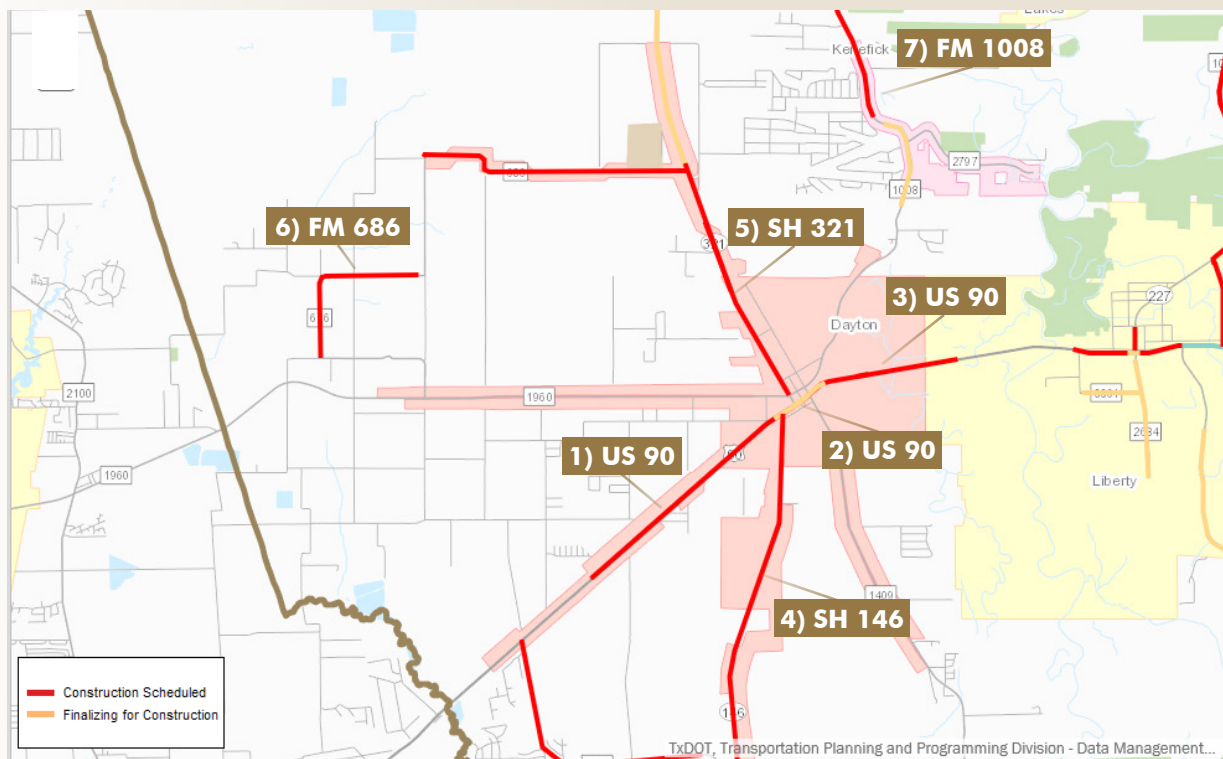
#### **IMPLEMENTATION OF THE THOROUGHFARE PLAN.**

- ▶ Underlying the City's future transportation planning efforts should be the coordinated implementation of the City's first-ever Thoroughfare Plan.
- ▶ City officials and departments should utilize workshops and establish a routine that emphasizes cross-agency coordination, especially with TxDOT, Liberty County, the H-GAC, Dayton ISD, CMC Railroad, Inc., BNSF Railroad and Union Pacific Railway.
- ▶ Establish a transparent and more formal process, especially one guided by public input, for consideration of any potential future amendments to the Thoroughfare Plan.
- ▶ For every amendment to the Thoroughfare Plan, clear criteria and objectives should be used to justify or support the project, especially to align with federal, state and regional criteria and objectives.





## TxDOT Construction Outlook in and around Dayton



Source: TxDOT

Number	Roadway	Approximate Limits	Status	Description
1	US 90	Harris County line to SH 146	Construction Scheduled	Safety Treat Fixed Objects
2	US 90	Downtown Dayton	Finalizing for Construction	Improve Traffic Signals
3	US 90	FM 1409 to east of Dayton city limits	Construction Scheduled	Safety Treat Fixed Objects
4	SH 146	US 90 in Dayton to Chambers Co. line	Construction Scheduled	Seal coat
5	SH 321	UPRR South to FM 1960	Construction Scheduled	Overlay existing roadway
6	FM 686	CR 623 to west of CR 621	Construction Scheduled	Provide additional paved surface width
7	FM 1008	North of FM 2797 to CR 632	Construction Scheduled	Seal Coat

Table Data is based on TxDOT Transportation and Programming Division - Data Management

### SH 146 OUTLOOK

State Highway 146 (SH 146) is an important regional corridor, which serves as a major north-south thoroughfare, a freight route, and a hurricane evacuation route. In the future, the area surrounding SH 146 will continue to grow rapidly and outpace other parts of the greater Houston-Galveston region in terms of population, employment and freight traffic. In order to coordinate transportation planning efforts undertaken by local agencies to accommodate this growth, elected officials asked the Houston-Galveston Area Council (H-GAC) to establish a partnership with the Texas Department of Transportation (TxDOT) and the cities of Baytown

and Mont Belvieu, to collaboratively examine current and future mobility needs. The purpose of the study is to identify recommendations to improve mobility and access to jobs, homes and services in the SH 146 study area.

Although the study limits do not include Dayton, the potential improvements that result from the study will have a critical transportation effect on Dayton, especially within the planning horizon. It's important for Dayton to remain involved in the ongoing planning process, particularly as it may set the stage for a potential study for the Dayton section.

## OTHER ACTIONS

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

1. Capital Investments
2. Programs and Initiatives
3. Regulations and Standards
4. Partnerships and Coordination
5. Targeted Planning/Studies

## CAPITAL INVESTMENTS

- A. Continue to use the City's CIP to prioritize locally funded street extensions and expansions.

- B. Initiate timely capacity improvement projects in the form of additional lanes, divided facilities with medians, turning lanes, and extensions of existing streets.

## PROGRAMS AND INITIATIVES

- A. Establish an Advanced Funding Agreement with TxDOT to ensure that any future construction projects meet the City of Dayton's design expectations.

## REGULATIONS AND STANDARDS

- A. Implement the Thoroughfare Master Plan through the right-of-way dedication provisions of the Subdivision and Development Ordinance to ensure the preservation of rights-of-way for roadway extensions and expansions.
- B. Update the Thoroughfare Master Plan to include complete street design principles.

## COMPLETE STREETS

The streets of our cities and towns are an important part of our communities. They allow children to get to school and parents to get to work. They help to organize and orient our built environment – our neighborhoods, centers of commerce, and public institutions. As such, these streets ought to be designed for everyone – whether young or old, on foot or on bicycle, in a car or in a bus – but too often they are designed only for speeding cars or creeping traffic jams.

Now, in communities across the country, a movement is growing to “complete” the streets. States, cities, and towns are requesting their planners and engineers to build roads that are safer, more accessible, and easier for everyone. In the process, they are creating better communities for people to live, play, work, and shop. Complete Streets are streets for everyone. Pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities are able to safely move along and across a complete street.

According to the National Complete Streets Coalition, instituting a complete streets policy ensures that transportation planners and engineers consistently design and operate the entire roadway with all users in mind – including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities.

An ideal complete streets policy includes:

- ▶ A vision for how and why the community wants to complete its streets;
- ▶ Specifies that ‘all users’ includes pedestrians, bicyclists, and transit passengers of all ages and abilities, as well as trucks, buses, and automobiles;
- ▶ Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right-of-way;
- ▶ Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions;
- ▶ Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes;
- ▶ Is adoptable by all agencies to cover all roads;
- ▶ Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs;
- ▶ Directs that complete streets solutions will complement the context of the community;
- ▶ Establishes performance standards with measurable outcomes; and
- ▶ Includes specific next steps for implementation of the policy.<sup>1</sup>

<sup>1</sup> Smart Growth America, National Complete Streets Coalition. <http://www.smartgrowthamerica.org/>

- C. Continually monitor Dayton’s pavement standards for local streets to ensure the long-term durability and value of streets dedicated for the City’s maintenance.
  - D. Consider updates to the City’s subdivision regulations and associated technical design manual and criteria to ensure that streets constructed and dedicated to the City by private development in the ETJ will be built to last and up to par with the City’s expectations and future land uses. This potential amendment process should also address whether lesser standards for ETJ streets are contributing to urban sprawl, especially outside of Dayton’s desired character outcomes in certain locations at Dayton’s edges. This is particular true along northwest and northeast edges, and can include when a development is not required to bring up to current standard an existing substandard road that abuts the development site (in various other cities developers are required to upgrade the half of the road adjacent to the property).
  - E. Work in coordination with the H-GAC and Liberty County to establish a non-radioactive hazardous materials route in accordance with state and federal guidance.
  - F. Consider adopting Traffic Impact Analysis (TIA) provisions that would authorize the City to require a TIA study if projected traffic from a particular development site would exceed a certain established traffic generation threshold or specified development conditions (e.g, square feet of non-residential development, number of residential lots or units, etc.). The TIA helps to quantify the altered traffic conditions and assess and justify mitigation steps that may be required. TIAs are commonplace in many Texas communities. They are used to help evaluate if the scale of development is appropriate for a particular site and what mitigation steps may be necessary, on and/or off the site, to ensure safe and efficient access and maintain traffic flow on affected public roadways and at nearby intersections.
- projects in the region’s transportation plans and priorities.
- C. Identify and implement methods of increasing public participation in the transportation planning efforts of the H-GAC and TxDOT to demonstrate formal support for locally-sponsored projects.
  - D. Work with TxDOT to ensure that the final design and construction of the Grand Parkway results in the most desirable outcomes for Dayton, especially taking into account the following:
    - a. Adequate provision of feeder roads to accommodate future growth in the vicinity;
    - b. Ramps;
    - c. Key intersections;
    - d. Future local or TxDOT road capacity expansion considerations;
    - e. Enhanced branding, placemaking, and landscaping at key intersections/interchanges; and
    - f. Other measures that facilitate the development of land uses in proximity to the Grand Parkway in accordance with the City’s Future Land Use and Character Plan.
  - E. Coordinate with Dayton ISD on the management of bus and vehicle queuing at school campuses during morning pick-up/drop-off and afternoon pick-up/drop-off periods.
  - F. Maintain coordination between the City, H-GAC, and TxDOT regarding preparedness for special transportation funding opportunities and by having a set of “shovel-ready” projects, particularly knowing that most long-range projects will require a local match and funding commitment of at least 20%.
  - G. Work closely with the Gulf Coast Rail District, CMC Railroad, BNSF Railway, and Union Pacific Railroad to ensure ideal rail alignments that optimize the development potential of the Gulf Inland Logistics Park.
  - H. Collaborate with Liberty County to better synchronize street design and construction standards within areas in the City’s ETJ.
  - I. Coordinate with the Gulf Coast Rail District, CMC Railroad, BNSF Railway, Union Pacific Railroad, and TxDOT to identify more specific issues and cost estimates for improvements that can reduce traffic delays, improve safety, and alleviate the impacts of train traffic, including City support for additional railroad

## PARTNERSHIPS AND COORDINATION

- A. Consider establishing and hosting a formal quarterly (four times/year) meeting of key transportation-related officials in Dayton to facilitate better coordination of transportation planning goals, including the City, H-GAC, Dayton Volunteer FD, Police/Sheriff’s office, TxDOT, Dayton ISD, and Liberty County.
- B. Increase efforts to utilize the funding resources and tools available through the H-GAC as a forum for expressing the City’s transportation needs and priorities to TxDOT, other entities in the region, and the general public, particularly for inclusion of Dayton

grade separations and implementation of “quiet zones” to reduce noise from train horns.

- J. Establish an interlocal agreement with Liberty County that outlines street construction standards and potential cooperation for cost-share in construction projects that are mutually beneficial, particularly in the City’s ETJ.
- H. Consider working closely with TxDOT and H-GAC to identify a future park-and-ride facility in and around the Dayton area.
- L. Work closely with Dayton News to educate the community on railroad crossing safety issues.
- M. Increase educational efforts to encourage more bicycle use in and around Dayton.

- N. Work closely with State and Congressional representatives to increase awareness of Dayton’s transportation and mobility needs.

**TARGETED PLANNING/STUDIES**

- A. Periodically review the Thoroughfare Plan and amend as necessary.
- B. Develop a Master Corridor Plan, which will address access management, landscaping, street lighting, sidewalks, and other street enhancement issues for principal corridors in Dayton.
- C. Consider exploring sub-regional study options by working with TxDOT and Liberty County. Since SH 146 is already being studied just south of Dayton, it seems logical for the section that crosses Dayton to be considered as a Phase II study by H-GAC.

**COST-EFFECTIVE TRANSPORTATION IMPROVEMENTS WITH INSTANT IMPACT!**



Source: National Association of Transportation Officials

**Bike Lane**

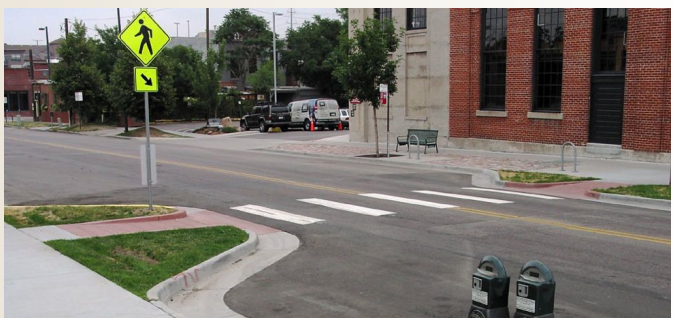
Paint a bike lane on the street or delineate one with traffic cones. A comfortable bike lane is about 6 feet wide.



Source: National Association of Transportation Officials

**Crosswalks**

Paint crosswalks at intersections and in the middle of long streets to facilitate pedestrian mobility.



Source: National Association of Transportation Officials

**Curb Extension**

Add curb extensions at street corners. This extension of the sidewalk at intersections protects pedestrians by decreasing the distance to cross the street and slowing turning cars. Curb extensions can be marked with potted plants, potted trees, or traffic cones.

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# FUTURE CITY IMPLEMENTATION

The Dayton Comprehensive Plan should be a “living document” that is responsive to ongoing change. That is, a document that is frequently referred to for guidance in community decision-making. Its key planning considerations, goals, policies, and action strategies must also be revisited periodically to ensure that the plan is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services.

## WHY THIS FINAL PLAN SECTION IS IMPORTANT FOR DAYTON

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

Implementation is not just about a list of action items. It is a challenging process that will require the commitment of the City’s elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals

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

## PLAN ADMINISTRATION

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

## EDUCATION

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

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

- ▶ A discussion of the individual roles and responsibilities of the Council, Commission (and other advisory bodies), and individual staff members;

- ▶ A thorough overview of the entire Comprehensive Plan, with emphasis on the parts of the plan that relate to each individual group;
- ▶ Implementation tasking and priority setting, which should lead to each group establishing a one year and three-year implementation agenda;
- ▶ Facilitation of a mock meeting in which the use of the plan and its policies and recommendations is illustrated; and
- ▶ An in-depth question and answer session, with support from the City Attorney and other key staff.

### Capital Investments

The City of Dayton uses a five-year Capital Improvement Program, or “CIP,” to identify and budget for “big ticket” projects, especially those that must be phased and/or coordinated with other initiatives. This may include the following: street infrastructure; water, wastewater, and drainage improvements; parks, trails, and recreation facility construction and upgrades; and, construction of public buildings. Anticipating and adequately budgeting for major capital projects will be essential to implementing this plan. Likewise, decisions regarding the prioritization of proposed capital improvements should reflect the direction and priorities of this plan.

### Partnerships and Coordination

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

### Programs and Initiatives

Programs involve the routine activities of City departments and staff, as well as special projects and initiatives they may undertake. As part of Comprehensive Plan implementation, this

method may include initiating new or adjusting existing City programs and activities, expanding community outreach efforts, or providing specialized training to accomplish a priority objective more promptly and/or effectively.

### Regulations and Standards

Given that private investment decisions account for a vast majority of the City’s physical form, land development regulations and engineering standards are fundamental for plan implementation. Consequently, in Dayton, subdivision regulations and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character, and quality of development reflect the City’s planning objectives. These codes should advance the community’s desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan principles and directives.

### Targeted Planning / Studies

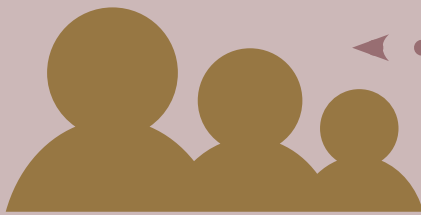
Various areas of City governance require more detailed study and planning, especially as required to qualify for external funding opportunities. These studies involve targeted planning work at a “finer grain” level of detail than is appropriate for comprehensive planning purposes (e.g., utility infrastructure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

## DEFINITION OF ROLES

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

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

## ROLES AND RESPONSIBILITIES



### City Council

As the leader of plan implementation, the key responsibilities of the City Council are to decide and establish priorities, set timeframes by which each action will be initiated and completed, and determine the budget to be made available for implementation efforts.

### Planning Commission

The Planning Commission makes recommendations to the City Council based on plan principles. The Commission should prepare an Annual Progress Report to ensure plan relevance.



### City Staff

City staff manages the day-to-day implementation of the plan. In particular, City staff is responsible for supporting the Planning Commission and City Council.



## CITY COUNCIL

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

- ▶ Adopting and amending the plan, after recommendation by the Planning Commission.
- ▶ Acting as a “champion” of the plan.
- ▶ Establishing the overall implementation priorities and timeframes by which action strategies in the plan will be initiated and completed.
- ▶ Considering and approving the funding commitments that will be required.

## PLANNING COMMISSION

- ▶ The Planning Commission will take the lead in the following general areas.
- ▶ Hosting the education initiative previously described.
- ▶ Periodically obtaining public input to keep the plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods.
- ▶ Ensuring that recommendations forwarded to the City Council are reflective of the plan goals, priorities,



and action strategies.

- ▶ After holding one or more public hearings to discuss new or evolving community issues and needs, making recommendations to the City Council regarding plan updates and plan amendments.

### CITY STAFF

City Staff will take the lead in the following general areas:

- ▶ Managing day-to-day implementation of the plan, including coordination through an interdepartmental plan implementation committee.
- ▶ Supporting and carrying out capital improvement planning efforts.
- ▶ Managing the drafting of new or amended land development regulations.
- ▶ Conducting studies and developing additional plans.
- ▶ Reviewing applications for consistency with the Comprehensive Plan as required by the City’s land development regulations.
- ▶ Negotiating the specifics of intergovernmental and development agreements.
- ▶ Administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners.
- ▶ Maintaining an inventory of potential plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.

### ACTION AGENDA

The vision and goals in this Comprehensive Plan will ultimately be attained through a multitude of specific actions. Many of the initiatives highlighted in this section cut across – and are supported by – multiple elements within the plan. Compiled in **Table I-1, Action Agenda**, is a list of key action strategies derived from the various plan elements. The table does not include every recommendation found throughout this plan. Instead, it details a shorter “to do” list of strategic priorities, their potential timing, and who is responsible for initiating, administering, and participating in the implementation process.

Additionally, action strategies have been categorized regarding those actions that will involve (1) capital investments, (2) programs and initiatives, (3) regulations and standards, (4) partnerships and coordination, and

(5) targeted planning/studies. Most capital projects will also require, to varying degrees, additional feasibility analysis, construction documentation, specifications, and detailed cost estimates.

Table I-1 provides a starting point for determining immediate, near-term, and longer-term task priorities. This is an important first step toward plan implementation and should occur in conjunction with the City’s annual budget process, during Capital Improvement Program (CIP) preparation, and in support of departmental work planning. Then, once the necessary funding is committed and roles are defined, a lead City staff member should initiate a first year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near-term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community’s readiness to take on a potentially controversial new program.

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

### PLAN AMENDMENT PROCESS

The Dayton Comprehensive Plan is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical, technological, and social conditions, and other

unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As Dayton evolves, new issues will emerge while others will no longer be as relevant. Some action statements will be found impractical or outdated while other plausible solutions will arise. To ensure that it continues to reflect the overall goals of the community and remains relevant and over time, the plan must be revisited on a regular basis to confirm that the plan elements are still on point and the associated goals and action strategies are still appropriate.

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

### ANNUAL PROGRESS REPORT

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

The Annual Progress Report should include and highlight the following:

- ▶ Significant actions and accomplishments during the last year, including the status of implementation for each programmed task in the Comprehensive Plan.
- ▶ Obstacles or problems in the implementation of the plan.
- ▶ Proposed content amendments that have come forward during the course of the year.
- ▶ Recommendations for needed actions, programs, and procedures to be developed and implemented in the coming year, including recommendation of projects to be included in the City's proposed CIP, other programs/projects to be funded, and priority coordination needs with public and private implementation partners.

### BI-ANNUAL AMENDMENT PROCESS

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

- ▶ Consistency with the goals, policies, and action strategies set forth in the plan.
- ▶ Potential effects on infrastructure provision including water, wastewater, drainage, and the transportation network.
- ▶ Potential effects on the City's ability to provide, fund, and maintain services.
- ▶ Potential effects on environmentally sensitive and natural areas.
- ▶ Whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals, and as reflected in ongoing public input.



Source: City of Dayton, TX Website - Life Flight Helicopter on Landing Pad

### FIVE-YEAR UPDATE / EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report to City Council should be prepared every five years. This report should be prepared by City staff with input from City departments, the Planning Commission, and other boards and commissions. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The purpose of

the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

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

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

1. Summary of major actions and interim plan amendments undertaken over the last five years.
2. Major issues in the community and how these issues have changed over time.
3. Changes in the assumptions, trends, and base studies data, including the following:
  - ▶ The rate at which growth and development is occurring relative to the projections put forward in the plan.
  - ▶ Shifts in demographics and other growth trends.
  - ▶ City-wide attitudes, and whether apparent shifts, if significant, necessitate amendments to the stated goals or action strategies of the plan.
  - ▶ Other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.
4. Ability of the plan to continue to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:
  - ▶ Individual sections and statements within the plan must be reviewed and revised, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
  - ▶ Conflicts between goals and action strategies that have been discovered in the implementation and administration of the plan must be pointed out and resolved.
  - ▶ The list of priority actions must be reviewed and major accomplishments highlighted. Those not completed by the specified timeframe should be

re evaluated to ensure their continued relevance and/or to revise them appropriately.

- ▶ As conditions change, the timeframes for implementing major actions in the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community.
- ▶ Based upon organizational and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered, as needed, to ensure timely accomplishment of the plan's action strategies.
- ▶ Changes in laws, procedures and missions may impact the community's ability to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.



Source: City of Dayton, TX Website - Community Center

## ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

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

Examples might include:

- ▶ Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and Dayton’s development regulations.
- ▶ Various measures of service capacity (gallons per day, etc.) added to the City’s major utility infrastructure

systems – and the number of dollars allocated to fund the necessary capital projects.

- ▶ New and expanded businesses, added jobs, and associated tax revenue gains through economic development initiatives.
- ▶ Lane miles of new road, plus bike, pedestrian, and other improvements, added to Dayton’s transportation system to increase mobility options.
- ▶ Acres of parkland and open space added to the City’s inventory, and miles of trail developed or improved.
- ▶ Indicators of the benefits from redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in mixed-use settings, etc.).
- ▶ The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to Comprehensive Plan implementation and periodic review and updating, as outlined in this section.




**TABLE I-1, ACTION AGENDA**

Item Priority High - 1 Medium - 2 Low - 3	LAND USE AND GROWTH Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Capital Investments</b> 					
1	Place a high priority on water, sewer and drainage investments in infill areas and other strategic sites to facilitate their (re)development.		X	X	City, County, TCEQ, TxDOT
1	Continue to use the Capital Improvement Program (CIP) to prioritize water, sewer and stormwater projects that will facilitate desirable growth and development outcomes in accordance with the future land use plan, annexation plan and anticipated growth corridors (e.g., FM 686, FM 1960, Highway 90, SH 146).	X	X	X	City, County, TxDOT, H-GAC
2	Invest in land suitable for a regional detention program.		X		City, County, TCEQ
1	Inventory and monitor Fire, Police, and EMS needs to provide capital assistance in a timely manner; continue with plans to expand community facilities, including new and decentralized fire and police stations.	X	X	X	City, County
1	Accelerate the acquisition and subsequent disposition of key redevelopment sites throughout Dayton.	X	X		City, DCDC
2	Consider the development of a regional destination site (i.e., sports complex with amphitheater, performing arts venue, etc.).		X		City, DCDC, Chamber
2	Optimize the Community Center site with additional acquisition and subsequent improvements.		X		City
1	Establish an Advance Funding Agreement with TxDOT to fund enhanced landscape and beautification improvements to the future Grand Parkway interchanges in Dayton.	X			City, TxDOT
<b>Partnerships and Coordination</b> 					
1	Identify prospective public and private partners to assist in the provision of infrastructure improvements to serve infill development and strategic sites or those sites that could have a catalytic effect.	X	X	X	City, DCDC, County, Dayton ISD, TxDOT
1	Sustain partnerships with residents, business owners, Dayton ISD, social service providers, and other stakeholders in community revitalization efforts.	X	X	X	City, County, Dayton ISD
1	Coordinate annexation service plans with area utility providers and Dayton ISD.	X	X	X	City, County, Dayton ISD
1	Work with Dayton ISD to identify surplus properties that could be redeveloped into more productive uses.	X	X	X	City, County, Dayton ISD
1	Work with the Texas A&M Agricultural Extension service to establish a permanent farmer's market in Dayton.	X	X		City, County, Texas A&M
1	Continue working with quality developers, including the developers of the future River Ranch Master Planned community, to improve land use and development outcomes in Dayton.	X	X	X	City, County, TxDOT, developers
1	Work with Historical Society to develop new City logo and branding strategy, particularly as they deploy their "star" monumentation program.	X			City, County, Historical Society
1	Continue working closely with Union Pacific RR and CMC Railroad, especially to coordinate the most desirable future alignment options for Dayton.	X	X	X	City, County, UPRR, CMCRR
1	Collaborate with Liberty County to continue improving development standards in Dayton's ETJ.	X	X		City, County

**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	LAND USE AND GROWTH Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Programs and Initiatives</b> 					
1	Obtain a Certificate of Convenience and Necessity (CCN) for water and sewer pursuant to Chapter 291 of the Texas Commission on Environmental Quality (TCEQ).	X			City, TCEQ
1	Establish a program for the phased redevelopment of downtown; finance the program by establishing a Tax Increment Reinvestment Zone (TIRZ).	X	X	X	City, DCDC, County, Dayton ISD
1	Use GIS to maintain an inventory of priority sites that are suitable for strategic (re)development.	X	X	X	City, DCDC, County
1	Analyze the feasibility of providing financial incentives for infill development and the efficient utilization of infrastructure investments.	X	X	X	City, DCDC, County
1	Optimize the development potential of Dayton's principal corridors, such as FM 1960, Highway 90, SH 146, and the future Grand Parkway; ensure desirable and compatible land use and character patterns that avoid strip (linear) retail development patterns.	X	X	X	City, County, TxDOT, H-GAC
2	Provide public information and outreach regarding property maintenance and City of Dayton codes.	X	X		City
2	Pursue Scenic City designation.		X		City
1	Promote participation in the National Flood Insurance Program.	X	X	X	City, FEMA
1	Consider voluntary participation in the Community Rating System.	X	X	X	City, FEMA
1	Continue to expand beautification initiatives.	X	X	X	City, TxDOT, H-GAC
2	Continue to monitor water quality.	X	X	X	City, County, TCEQ
2	Monitor the Dayton Volunteer Fire Department Insurance Service Office (ISO) rating and identify actions needed to maintain or improve the rating.	X	X	X	City
1	Evaluate the potential to transition from a volunteer to paid fire department, especially as Dayton continues to grow.	X	X		City, County
3	Initiate a "Little Library" program or consider other alternatives to new community facilities.		X		City
2	Develop a program to facilitate home ownership.		X		City, County
1	Enter into development agreements with properties in the ETJ that are currently AG/TIMBER exempted properties.	X	X	X	City
1	Continue the phased and contiguous annexation of properties in the ETJ, especially as the full provision of municipal services is feasible.	X	X	X	City

**TABLE I-1, ACTION AGENDA (CONTINUED)**



Item Priority High - 1 Medium - 2 Low - 3	LAND USE AND GROWTH Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Regulations and Standards</b> 					
1	Create a new neighborhood preservation ordinance that emphasizes character over land use; use the Future Land Use and Character Plan as the basis for the new character districts.	X			City
1	Offer flexibility in subdivision and development regulations to encourage innovative developments and site designs that are conducive to infill, redevelopment, pedestrian-friendly neighborhoods, and livable neighborhoods with lasting value.	X			City, County
1	Develop utility extension and tie-in ordinances and policies that discourage leap-frog development patterns.	X	X	X	City, County, Utility Providers
1	Rewrite the City's subdivision and sign regulations, including the subdivision improvement/design standards; include the new neighborhood preservation ordinance and rewritten codes into a Unified Development Ordinance or Code (UDO/UDC).	X			City
1	Identify ways to encourage improved perimeter fencing and landscaping, entry features, pedestrian circulation, the preservation of mature trees and natural areas, and other neighborhood amenities.	X			City
1	Identify ways to encourage or require subdivision designs that include adequate open spaces in either private yards or common areas to partially provide for residents' open space and recreation needs.	X			City
1	Review, update, and enforce codes and ordinances related to weedy lots, junk vehicles, minimum housing standards, and other aspects of property maintenance.	X	X	X	City
2	Increase enforcement of laws and ordinances pertaining to littering.	X	X	X	City, County
1	Develop regulations that allow a pallet of residential uses and densities within a residential development, and residential and non-residential mixed-use developments.	X			City
1	Develop regulations that include development density bonuses for projects that preserve natural areas, stream buffer areas, and flood prone areas, to provide usable open space that will satisfy MS4 BMP criteria, provide recreation, and enhance public safety, allowing developers to maximize the use of difficult properties that have environmental constraints.	X			City
1	Develop minimum architectural/building design standards for the Downtown district to enhance Dayton's rich history and character.	X			City
1	Develop reasonable design standards that ensures quality site development in terms of buffering adjoining residential uses, landscaping, parking lot, screening, and streetscape treatments.	X			City
1	Ensure that developers are responsible to mitigate the effects of more intense development on the City by establishing regulations that clearly lay out how development will pay their fair share of the cost to develop property in the City limits.	X			City, County
1	Adopt public improvement design standards that are appropriate for the development and growth of the City.	X			City
1	Develop sign regulations that are adequate for highway frontage, the future Downtown district, and all other locations in the City.	X			City
2	Develop regulations that are consistent with the ideals of the Scenic City program to make Dayton a desirable place to live and work.		X		City
2	Review periodically and update as needed other City infrastructure design standards and specifications.	X	X	X	City
2	Consider a parkland dedication ordinance to supplement the new UDC.		X		City

**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	LAND USE AND GROWTH Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Targeting Planning/Studies</b> 🔍					
1	<p>Following adoption of this Comprehensive Plan, pursue more detailed and area specific planning for particular neighborhoods, character districts, and corridors within Dayton. More focused planning efforts of this sort also provide an opportunity to coordinate more closely with key partners and entities, as well as to obtain public input at a “grass roots” level. Candidate areas cited during the comprehensive planning process include, among many other possibilities:</p> <ul style="list-style-type: none"> <li>▶ Downtown (Main Street) Revitalization Plan.</li> <li>▶ Comprehensive Corridor Improvements Master Plan.</li> <li>▶ Wayfinding and Gateway/Entry Feature Master Plan.</li> <li>▶ Maintenance Specification Standards for all City-owned and maintained property.</li> </ul>	X	X	X	City, DCDC
1	<p>Formalize an annexation plan and maintain a detailed annexation feasibility study by parcel that identifies areas for potential annexation, along with consideration of: (1) priorities for annexation, including preferred growth corridors and areas of future development; (2) constraints to future development, including floodplains, potential for water and sewer service, and other limitations; and (3) areas of existing development bordering the corporate limits that can be served by minor utility extensions.</p>	X			City, County, TxDOT, Utility Providers, Dayton ISD
1	<p>Periodically assess public safety for capacity, facility locations, service areas and level of service.</p>	X	X	X	City, County, TxDOT, Dayton ISD
1	<p>Update the City’s existing water and sewer master plans.</p>	X			City, County, TCEQ
1	<p>Develop a new Parks and Trails Master Plan.</p>	X		X	City, County, H-GAC
2	<p>Study the feasibility of implementing a fiber optic network to facilitate the development of a future modern business park district (see Future Land Use and Character Plan).</p>		X		City



**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	ECONOMIC OPPORTUNITY Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Program and Initiatives</b> 					
2	Elevate tourism and internal/external marketing efforts, including the number of programmed events in Downtown. Targets should quantify attendance and event results carefully to continually seek avenues for improvement, including the identification of future niche event/tourism sectors. Advance arts and culture programming as part of this effort.	X	X	X	County, DCDC, Chamber
1	Formalize a program of annual visits to businesses that monitor and capitalize on opportunities for expansion.	X	X	X	DCDC, Chamber, Workforce Solutions
1	Expand the façade improvement grant program.	X	X	X	DCDC
2	Consider allocating use of CDBG funds to build affordable houses in strategic infill locations.		X		City, County, DCDC, H-GAC
1	Increase targets and metrics for all economic development activities.	X			DCDC
1	Develop “Leadership Dayton” program.	X			Chamber
1	Initiate efforts to increase incubator activity.	X	X		DCDC, Chamber, GHP
1	Develop new City brand, including logo and associated considerations; coordinate with beautification strategy.	X			City, DCDC, Chamber
1	Increase code enforcement programs by target area or persistent issue.	X	X	X	City
2	Optimize the use of Foreign Trade Zone No. 171.	X	X	X	DCDC, GHP
<b>Regulations and Standards</b> 					
1	Consider the development of maintenance specification standards for all public facilities and improvements.	X	X		City, County
1	Consider increasing masonry requirements for public and private development projects to ensure a higher built environment standard.	X			City, County, Texas Masonry Council
1	Pursue and implement a Unified Development Code in careful coordination with the future land use and character plan; streamline development process to intensify “business-friendly” perception.	X			City
1	Consider a new zoning ordinance to ensure that future economic development goals are met.	X			City




**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	ECONOMIC OPPORTUNITY Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Partnerships and Coordination</b> 					
2	Consider and itemize a formal strategy for improving working relationships with public and private partners. Among the organizations that should be considered are: Liberty County, Greater Houston Partnership (GHP), H-GAC, Dayton Volunteer FD, Police/Sheriff's office, TxDOT, Dayton ISD, Houston Regional Economic Development Alliance (HREDA), Port of Houston Authority, BNSF Railway, Union Pacific Railroad, CMC Railroad, Gulf Coast Rail District, Southwest Area Rail Shippers, and Team Texas.	X			City, DCDC, Chamber, Dayton ISD, County, TxDOT, GHP, H-GAC, HREDA, Port of Houston, BNSFRR, UPRR, CMCRR, GCRD, SARS, Team Texas
1	Continue to strengthen City-DCDC relationship with particular attention to economic development activity.	X	X	X	City, DCDC
1	Integrate DCDC and Chamber participation in pre-development process for the adequate vetting of projects with major economic development potential for the City.	X			City, DCDC, Chamber
2	Enact education pipeline strategy by partnering with area institutions of higher learning and Dayton ISD.	X	X	X	City, DCDC, Dayton ISD, Lee College, Lone Star College, U of Houston, Rice University, HCC
1	Develop and advertise a formal RFP for the pursuit and selection of a Downtown redevelopment private partner.	X			City, DCDC
1	Strengthen partnerships with major healthcare and industrial developers in the Houston region, including brokers and tax advisors.	X			City, County, DCDC, Texas Medical Center


**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	ECONOMIC OPPORTUNITY Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Targeted Planning/Studies</b> 🔍					
1	Develop and update an economic development strategic plan.	X			DCDC
1	Expand retail market study to other key economic sectors and/or product types by developing custom trade area analyses (i.e., residential, industrial, etc.).	X	X		DCDC
1	Itemize existing and other potential City-DCDC financial incentives into a formal City incentives policy; update annually.	X			City, DCDC
1	Develop and implement a Downtown Revitalization Plan.	X			City, DCDC, H-GAC
1	Advance and update comprehensive beautification strategy.	X	X	X	City, County, H-GAC
1	Consider working with H-GAC to perform a Livable Center Study; the study could serve as Phase II of the Downtown Revitalization Plan and expand upon initial efforts to include high-impact transportation-related capital improvement projects (in coordination with Transportation and Mobility section of this Comprehensive Plan).	X			City, DCDC, County, TxDOT, H-GAC
1	Ensure implementation of Water, Sewer, and Drainage Plans in coordination with future land use and character plan and economic development goals and objectives.	X	X	X	City, DCDC, County, Utility Providers
2	Consider developing a comprehensive master improvements plan for all major corridors in Dayton (i.e., Grand Parkway, FM 1960, SH 146, US 90, SH 321, FM 1409, etc.).		X		City, County, TxDOT, H-GAC
1	As part of a program to better quantify economic development performance, consider an annual benchmark study.	X	X	X	DCDC
1	Ensure the development and implementation of Parks and Trails Master Plans that enhance the City's portfolio of amenities.	X	X	X	City, DCDC, H-GAC



**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	TRANSPORTATION AND MOBILITY Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Capital Investments</b> 					
1	Continue to use the City’s CIP to prioritize locally funded street extensions and expansions.	X	X	X	City, County, TxDOT
1	Initiate timely capacity improvement projects in the form of additional lanes, divided facilities with medians, turning lanes, and extensions of existing streets.	X	X	X	City, County, TxDOT
<b>Programs and Initiatives</b> 					
1	Establish an Advanced Funding Agreement with TxDOT to ensure that any future construction projects meet the City of Dayton’s design expectations.	X			City, TxDOT
<b>Regulations and Standards</b> 					
1	Implement the Thoroughfare Master Plan through the right-of-way dedication provisions of the Subdivision and Development Ordinance to ensure the preservation of rights-of-way for roadway extensions and expansions.	X	X	X	City, County, TxDOT, H-GAC
2	Update the Thoroughfare Master Plan to include complete street design principles.		X		City, County, TxDOT, H-GAC
2	Continually monitor Dayton’s pavement standards for local streets to ensure the long-term durability and value of streets dedicated for the City’s maintenance.		X		City, County
1	Consider updates to the City’s subdivision regulations and associated technical design manual and criteria to ensure that streets constructed and dedicated to the City by private development in the ETJ will be built to last and up to par with the City’s expectations and future land uses. This potential amendment process should also address whether lesser standards for ETJ streets are contributing to urban sprawl, especially outside of Dayton’s desired character outcomes in certain locations at Dayton’s edges. This is particular true along northwest and northeast edges, and can include when a development is not required to bring up to current standard an existing substandard road that abuts the development site (in various other cities developers are required to upgrade the half of the road adjacent to the property).	X			City, County
1	Work in coordination with the H-GAC and Liberty County to establish a non-radioactive hazardous materials route in accordance with state and federal guidance.	X			City, County, TxDOT, H-GAC
1	Consider adopting Traffic Impact Analysis (TIA) provisions that would authorize the City to require a TIA study if projected traffic from a particular development site would exceed a certain established traffic generation threshold or specified development conditions (e.g., square feet of non-residential development, number of residential lots or units, etc.). The TIA helps to quantify the altered traffic conditions and assess and justify mitigation steps that may be required. TIAs are commonplace in many Texas communities. They are used to help evaluate if the scale of development is appropriate for a particular site and what mitigation steps may be necessary, on and/or off the site, to ensure safe and efficient access and maintain traffic flow on affected public roadways and at nearby intersections.		X		City, TxDOT

**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	TRANSPORTATION AND MOBILITY Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Partnerships and Coordination</b> 					
1	Consider establishing and hosting a formal quarterly (four times/year) meeting of key transportation-related officials in Dayton to facilitate better coordination of transportation planning goals, including the City, H-GAC, Dayton Volunteer FD, Police/Sheriff's office, TxDOT, Dayton ISD, and Liberty County.	X			City, County, TxDOT, H-GAC, Dayton ISD
1	Increase efforts to utilize the funding resources and tools available through the H-GAC as a forum for expressing the City's transportation needs and priorities to TxDOT, other entities in the region, and the general public, particularly for inclusion of Dayton projects in the region's transportation plans and priorities.	X	X	X	City, County, H-GAC
2	Identify and implement methods of increasing public participation in the transportation planning efforts of the H-GAC and TxDOT to demonstrate formal support for locally-sponsored projects.	X	X		City, County, TxDOT, H-GAC
1	Work with TxDOT to ensure that the final design and construction of the Grand Parkway results in the most desirable outcomes for Dayton, especially taking into account the following:  a. Adequate provision of feeder roads to accommodate future growth in the vicinity;  b. Ramps;  c. Key intersections;  d. Future local or TxDOT road capacity expansion considerations;  e. Enhanced branding, placemaking, and landscaping at key intersections/interchanges; and  f. Other measures that facilitate the development of land uses in proximity to the Grand Parkway in accordance with the City's Future Land Use and Character Plan.	X			City, County, TxDOT, Grand Parkway Association
1	Coordinate with Dayton ISD on the management of bus and vehicle queuing at school campuses during morning pick-up/drop-off and afternoon pick-up/drop-off periods.	X			City, County, Dayton ISD
1	Maintain coordination between the City, H-GAC, and TxDOT regarding preparedness for special transportation funding opportunities and by having a set of "shovel-ready" projects, particularly knowing that most long-range projects will require a local match and funding commitment of at least 20%.	X			City, County, Dayton ISD, TxDOT, H-GAC
1	Work closely with the Gulf Coast Rail District, CMC Railroad, BNSF Railway, and Union Pacific Railroad to ensure ideal rail alignments that optimize the development potential of the Gulf Inland Logistics Park.	X			City, County, TxDOT, H-GAC, GCRD, UPRR, CMCRR, BNSFRF
1	Collaborate with Liberty County to better synchronize street design and construction standards within areas in the City's ETJ.	X	X	X	City, County

**TABLE I-1, ACTION AGENDA (CONTINUED)**

Item Priority High - 1 Medium - 2 Low - 3	TRANSPORTATION AND MOBILITY Action Priorities	Years			Involved Entities
		1-2 Years	3-10 Years	10+ Years	
<b>Partnerships and Coordination</b> 					
1	Coordinate with the Gulf Coast Rail District, CMC Railroad, BNSF Railway, Union Pacific Railroad, and TxDOT to identify more specific issues and cost estimates for improvements that can reduce traffic delays, improve safety, and alleviate the impacts of train traffic, including City support for additional railroad grade separations and implementation of “quiet zones” to reduce noise from train horns.	X	X	X	City, County, TxDOT, H-GAC, GCRD, UPRR, CMCRR, BNSFRF
1	Establish an interlocal agreement with Liberty County that outlines street construction standards and potential cooperation for cost-share in construction projects that are mutually beneficial, particularly in the City’s ETJ.	X	X		City, County
1	Consider working closely with TxDOT and H-GAC to identify a future park-and-ride facility in and around the Dayton area.	X	X		City, County, TxDOT, H-GAC
2	Work closely with Dayton News to educate the community on railroad crossing safety issues.	X	X	X	City, County, BNSFRF, UPRR, CMCRR, Dayton News
2	Increase educational efforts to encourage more bicycle use in and around Dayton.	X	X	X	City, County, TxDOT, H-GAC
1	Work closely with State and Congressional representatives to increase awareness of Dayton’s transportation and mobility needs.	X	X	X	City, County, TxDOT, H-GAC
<b>Targeted Planning/Studies</b> 					
1	Periodically review the Thoroughfare Plan and amend as necessary.	X	X	X	City, County, TxDOT, H-GAC
2	Develop a Master Corridor Plan, which will address access management, landscaping, street lighting, sidewalks, and other street enhancement issues for principal corridors in Dayton.		X		City, County, TxDOT, H-GAC
1	Consider exploring sub-regional study options by working with TxDOT and Liberty County. Since SH 146 is already being studied just south of Dayton, it seems logical for the section that crosses Dayton to be considered as a Phase II study by H-GAC.	X	X		City, County, TxDOT, H-GAC

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## EXISTING CITY CONTENTS

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# EXISTING CITY PROFILE & BACKGROUND

## PURPOSE

This report provides background information about Dayton as it is today. This information is presented in topic areas relevant to the City’s long-range plan for Dayton’s physical growth and development, which, in Texas, is technically referred to as a “Comprehensive Plan.” This report also highlights key planning considerations for the years ahead, which will set the stage for a new Comprehensive Plan in terms of community needs and desires for the next 20 years, through 2037. This report content is based on initial background studies to date by the City’s community planning consultant, Kendig Keast Collaborative (of Sugar Land, Texas), as well as leadership and community input received to this point. The report also points readers to other sources for more detailed information to ensure the brevity of this document and to avoid duplication of available reports and profiles of Dayton.

**Context**, Dayton is located six miles west of Liberty, 45 miles northeast of downtown Houston, 27 miles east of George Bush Intercontinental Airport, and 40 miles northeast of William P. Hobby International Airport. The current city limit boundaries encompass a total area of 11 square miles.

According to the 2010 U.S. Census Bureau, Dayton is the second largest incorporated area in Liberty County at 7,242. Additionally, according to recent studies (e.g., 2013 Demographic Analysis Report, Houston-Galveston Area Council Regional Growth Forecast (H-GAC)), Dayton will experience exponential population and physical growth in the next two-three decades, which is also the planning horizon for this Comprehensive Plan.

Dayton lies 73 feet above sea level. The climate in Dayton is characterized by hot, humid summers and generally mild to cool winters. At a latitude of 30 degrees above the equator, the Koppen Climate Classification system officially places Dayton in the humid subtropical climate category. Average annual precipitation is approximately 55 inches.

Given its proximity to Houston, rail and highway access, large undeveloped tracts in its city limits and extraterritorial jurisdiction, the upcoming construction of the Grand Parkway, and the continued development of the Gulf Inland Logistics Park, Dayton is well-positioned to capitalize on known market-based opportunities in the region. The expressed concern of current residents is for future quality growth and capacity that takes into consideration community character, recreational amenities, cultural opportunities, and Dayton’s rich history in particular.

## COMPREHENSIVE PLAN FOCUS AREAS

- Land Use and Growth
- Transportation and Mobility
- Economic Opportunity



## DAYTON SETTING AND CONTEXT

The City of Dayton is located at the convergence of U.S. Highway 90 (Old Spanish Trail), S.H. 146, F.M. 1960, S.H. 321 (N. Cleveland St.), F.M. 1409, three Union Pacific Railroad lines, and the soon to be constructed S.H. 99 (Grand Parkway). As shown on **Map 1, Regional**



# HISTORICAL TIMELINE

1860

**1860** - The flag stop for the Texas and New Orleans Railroad was completed in 1860, and was known variously as West Liberty, Days Station, and Dayton Station.

1870

**1877** - The name Dayton was applied to the local post office, though the official name of the town remained West Liberty until the mid-1880's.

1880

**1885** - Dayton reported a population of 60.

1890

**1890** - A post office, a school, and two churches serve approximately 239 residents. The single room schoolhouse has been preserved by the historical society. Lumbering and cattle raising were the chief industries until James E. Berry helped establish a drainage system to make rice a major crop.

1900

**1905** - The Dayton Lumber Company was organized, beginning operation in 1906 and employing 250 people. This company was instrumental in the early development of Dayton.

1910

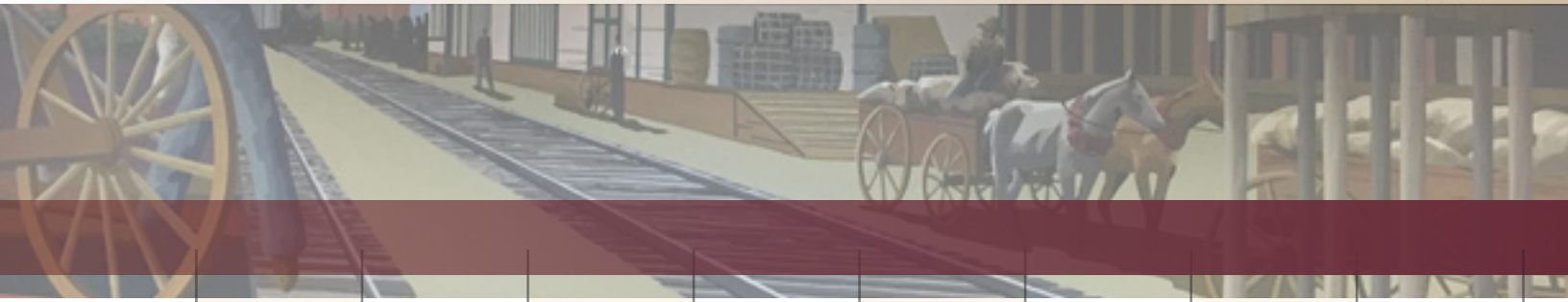
**1911** - *The Liberty Vindicator* reports a vote for incorporation of 80-57. The mayor was W. M. Babcock, and aldermen were W. T. Jamison, J. H. Marshall, J. A. Coleman, and J. D. Spear.

1920

**1925** - Oil development brings new industries to Dayton. For reasons unknown, Dayton is reincorporated.

1930

**1910** - Dayton had a bank, two cotton gins, a weekly newspaper, and 2,500 residents. Texas governor Marion Price Daniel, Sr., was born in Dayton on October 10, 1910; his brother Bill Daniel, governor of the United States Territory of Guam from 1961 through 1963, was born in Dayton on November 20, 1915. The Daniel brothers were grandsons of General Sam Houston who had led victory for the Republic of Texas independence in 1836.



1940

**1940** - Dayton recorded a population of 1,207 residents, 70 businesses, and was listed as a railroad center.

1950

1960

**1965** - Dayton recorded a population of 3,367 residents.

1970

1980

**1988** - Dayton recorded a population of 6,201 residents.

1990

**1989** - The largest school population in the county made the Dayton Independent School District the major employer in the City. At that time, Dayton operated under a mayor-council form of city government.

2000

**2000** - The population was 5,709 residents.

2010

**2016** - Dayton engages its residents in planning efforts to move forward with its first-ever Comprehensive Plan.

**2017** - Dayton adopts its first-ever Comprehensive Plan.

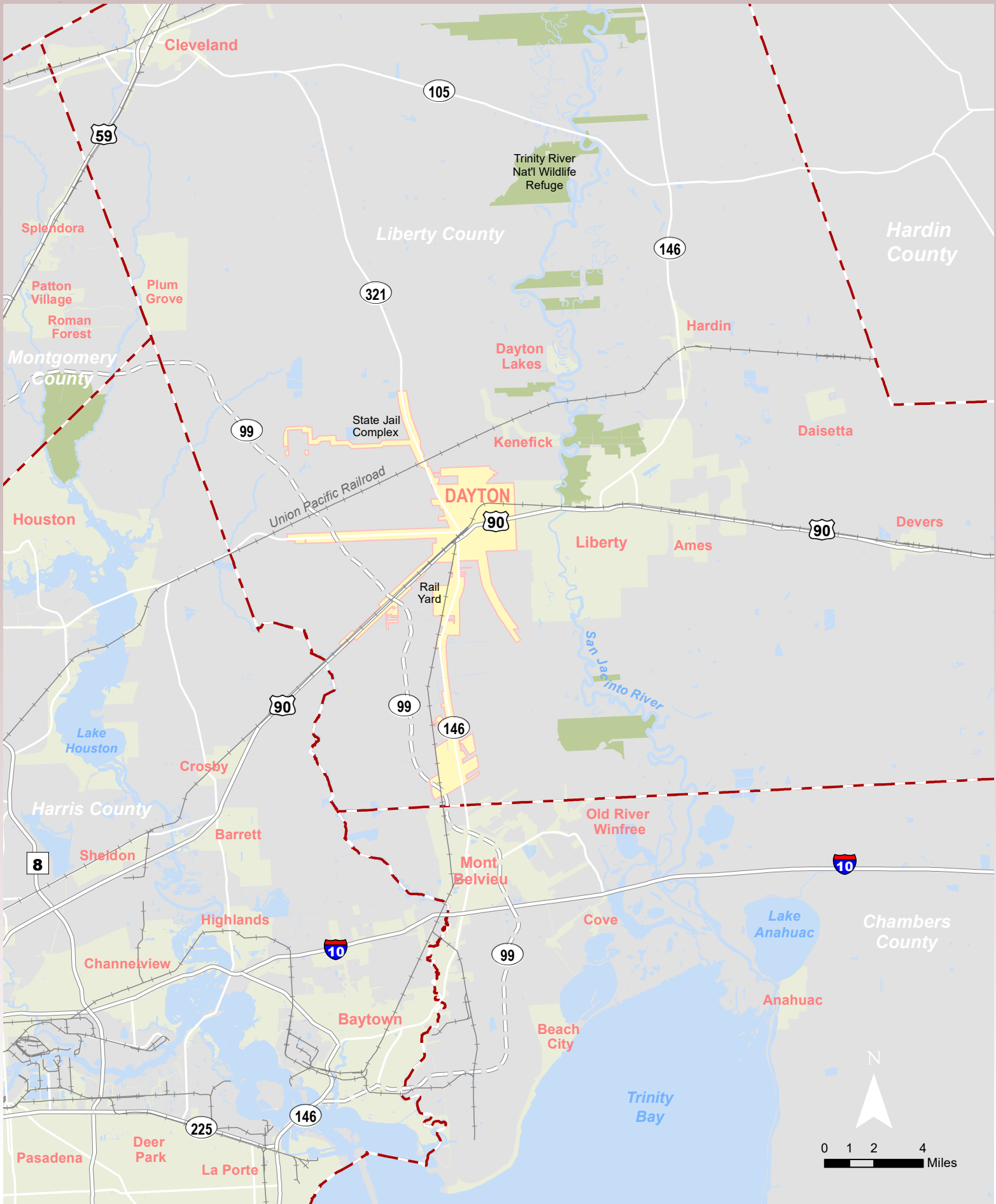
**2010** - The population reached 6,200.

**1990** - Dayton had a population of 5,151 residents.

## EVENTS IN DAYTON PRIOR TO 1860

- **1831** - Dayton was first called West Liberty and was considered part of the original town of Liberty, founded in 1831. The Trinity River divided the two parts of the town: Liberty was on its east bank, and West Liberty was on a hill three miles west of the river. A new road and a ferry directly connected the two. Both parts of the town were located on the four-league Mexican land grant appropriated for the capital of the old municipality of Santísima Trinidad de la Libertad, which later became known as Liberty.
- **1847** - Land was designated for a school in 1847. The schoolhouse was accepted on December 31, 1853, by the board of trustees of the Corporation of the Town of Liberty.
- In **1853**, A. N. B. Thompson was authorized to survey and plat the town of West Liberty.
- **1854** - Sometime after 1854, West Liberty also became known as Day's Town, for I. C. Day, a wealthy landowner who resided just to the south of the town on the Munson league.

# MAP 1 REGIONAL CONTEXT



## DAYTON COMMUNITY PROFILE

### AGE AND HOUSEHOLD SIZE

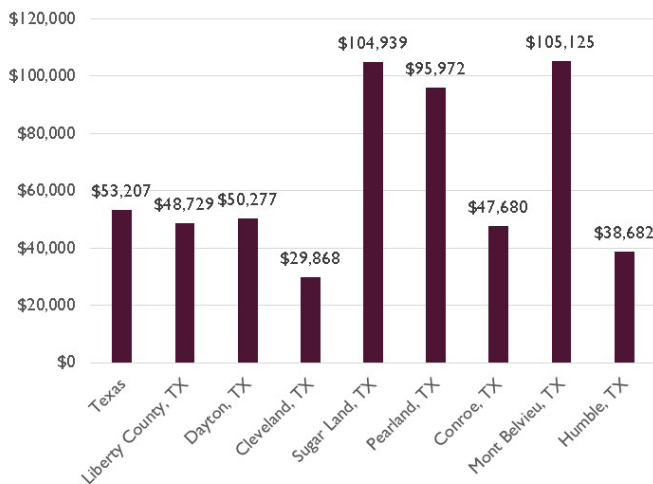
The City of Dayton, Texas, has a median age (35.2) comparable to other communities in the Houston region. This is slightly above the State's median age of 34.1 and below Liberty County's (36.4). The City's average household size is the smallest of all comparison communities.

Source: U.S. Census Bureau, 2011-2015 ACS.

### AGE AND HOUSEHOLD SIZE

2011-2015 ACS 5-Year Estimates		
	Median Age	Persons Per Household
Texas	34.1	2.84
Liberty County, TX	36.4	2.82
Dayton, TX	35.2	2.59
Cleveland, TX	31.4	2.88
Sugar Land, TX	41.4	3.02
Pearland, TX	34.8	2.91
Conroe, TX	32.8	2.75
Mont Belvieu, TX	37.4	3.15
Humble, TX	34.4	2.85

### MEDIAN HOUSEHOLD INCOME (\$)



### INCOME

With a median household income of \$50,277, residents in Dayton make roughly 94.4 percent of the State average (\$53,207). When benchmarked against comparison communities, Dayton falls in the middle (not among the highest or lowest incomes) and slightly above Liberty County. This may indicate certain competitive advantages that could help attract prospective businesses and residents to the area.

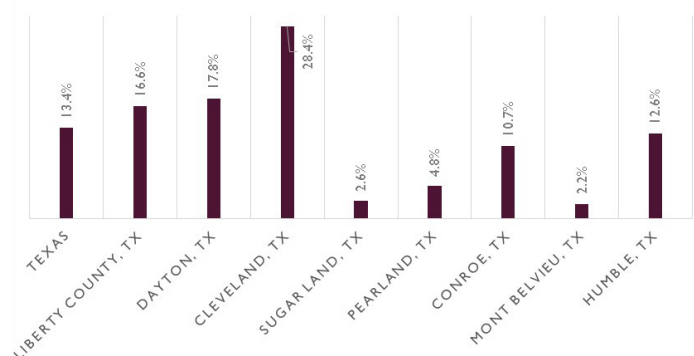
Source: U.S. Census Bureau, 2011-2015 ACS.

### FINANCIAL ASSISTANCE

Of all the comparison communities, Dayton (17.8 percent) has the second highest percentage of households on food stamps in the past 12 months. This is slightly above the County (16.6 percent), but well below Cleveland (28.4 percent).

Source: U.S. Census Bureau, 2011-2015 ACS.

### FINANCIAL ASSISTANCE

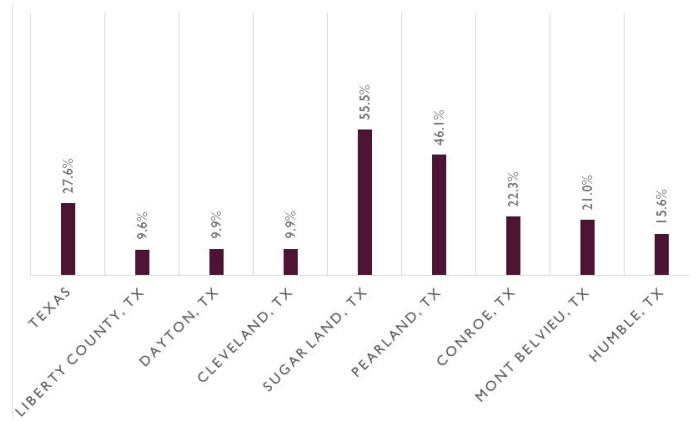


### EDUCATIONAL ATTAINMENT

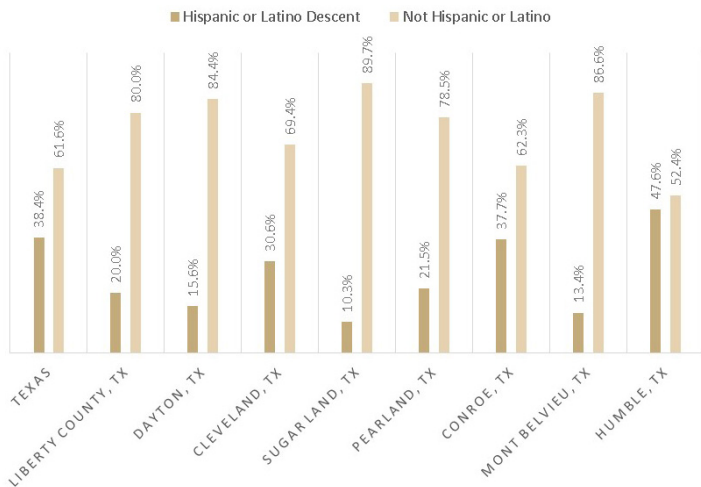
Approximately 9.9 percent of individuals over the age of 25 in Dayton have earned a bachelor’s degree or higher. Among all comparison communities, this is tied for the lowest percentage with Cleveland (9.9 percent), which is also in Liberty County. Only Liberty County has a lower percentage than Dayton at 9.6 percent. Meanwhile, the State percentage is 27.6 percent, which is nearly three times better than Dayton’s.

Source: U.S. Census Bureau, 2011-2015 ACS.

### BACHELOR'S DEGREE OR HIGHER (%)



### HISPANIC POPULATION



### ETHNICITY AND RACE

The City of Dayton has a Hispanic population of approximately 15.6 percent. The “White Alone” category amounts to 70.1 percent. While the Hispanic percent is considerably lower than the State (38.4 percent), the “White Alone” category is fairly consistent with the State (74.9 percent).

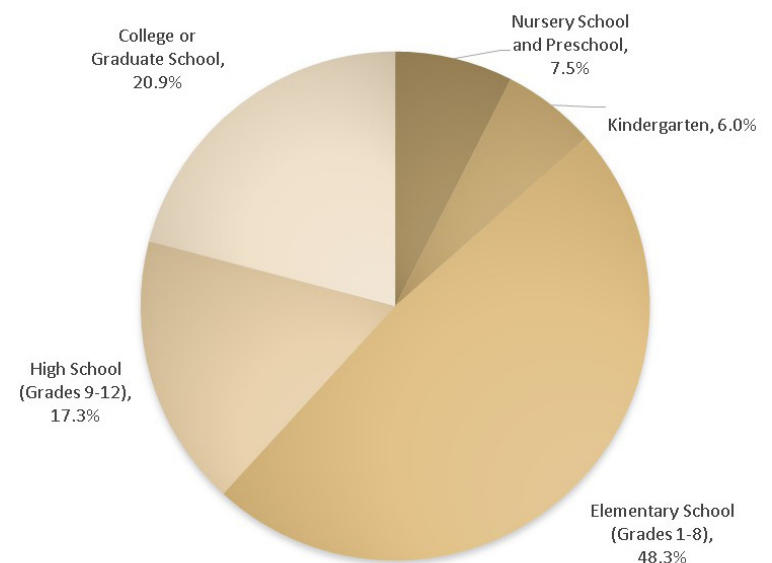
Source: U.S. Census Bureau, 2011-2015 ACS.

### SCHOOL ENROLLMENT

The majority of the Dayton population enrolled in a school is made up of elementary through high school students (65.6 percent). This high percentage reinforces the notion and importance of tying local economic development efforts to workforce pipelines.

Source: U.S. Census Bureau, 2011-2015 ACS.

### SCHOOL ENROLLMENT

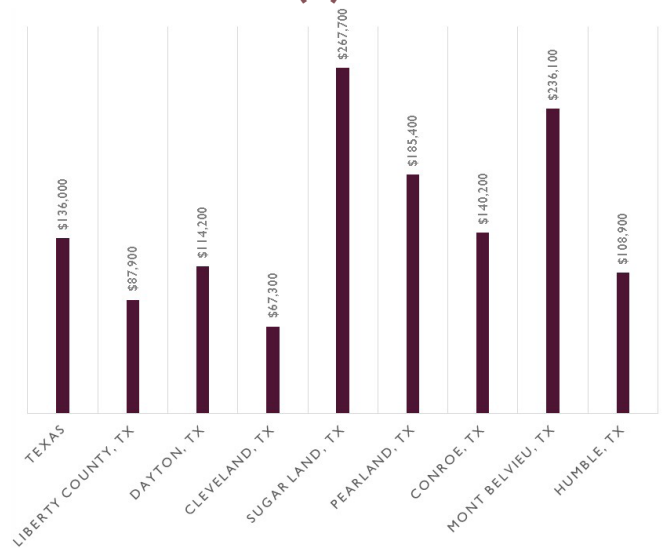


## HOME VALUE

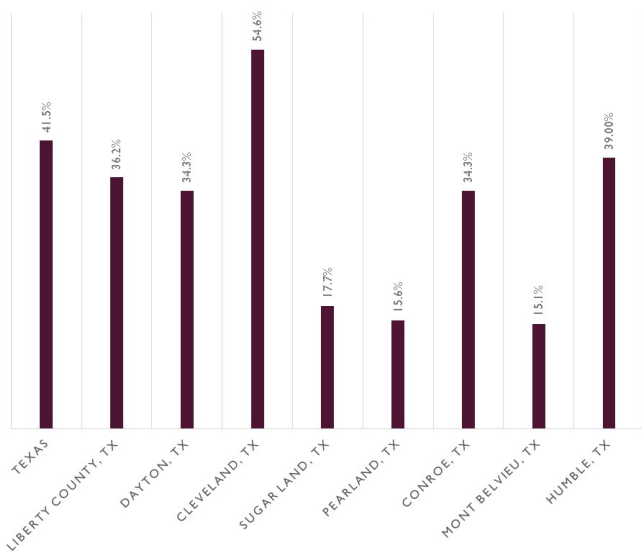
While the median of value of homes in Dayton (\$114,200) is well above the median value of homes in Liberty County (\$87,900), it is still nearly \$21,000 below the State median value (\$136,000). The City is able to offer market housing at a relatively affordable cost, particularly when compared to communities nearby.

Source: U.S. Census Bureau, 2011-2015 ACS.

## HOME VALUES (\$)



## HOMES CONSTRUCTED BEFORE 1979 (%)



## AGE OF HOUSING

The number of older homes (35+ years) in Dayton is 34.3 percent, which means that the majority of homes have been built since 1980. While the age of the structure does not necessarily correlate to present-day condition, it underscores the importance of infill redevelopment, rehabilitation programs, infrastructure improvements, and other assistance to ensure these neighborhoods are sustainable, especially with the number of new homes expected to be delivered in the Dayton market.

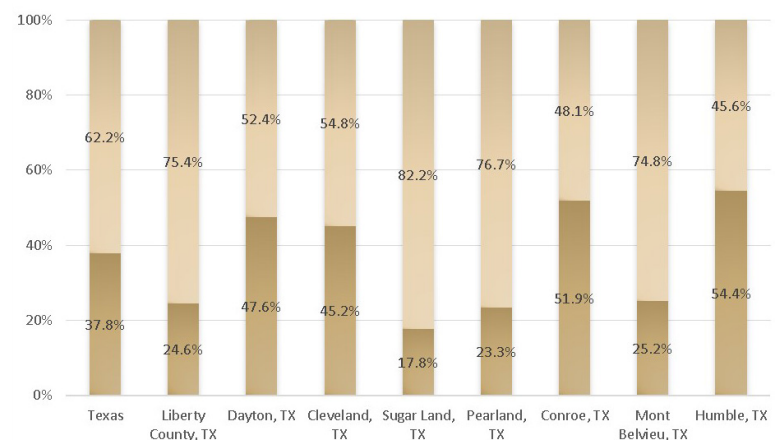
Source: U.S. Census Bureau, 2011-2015 ACS.

## HOUSING TENURE

As the community increases the amount of available housing, it will need to monitor the rental-ownership balance to ensure that Dayton is not left with an oversupply of short-term housing, especially if employment opportunities were to slow down. Currently, Dayton's percentage of renter-occupied units is almost equivalent to that of owner-occupied units. The City will need to continue to monitor this percentage to ensure that the number of owner-occupied units exceeds that of renter-occupied units by a greater margin.

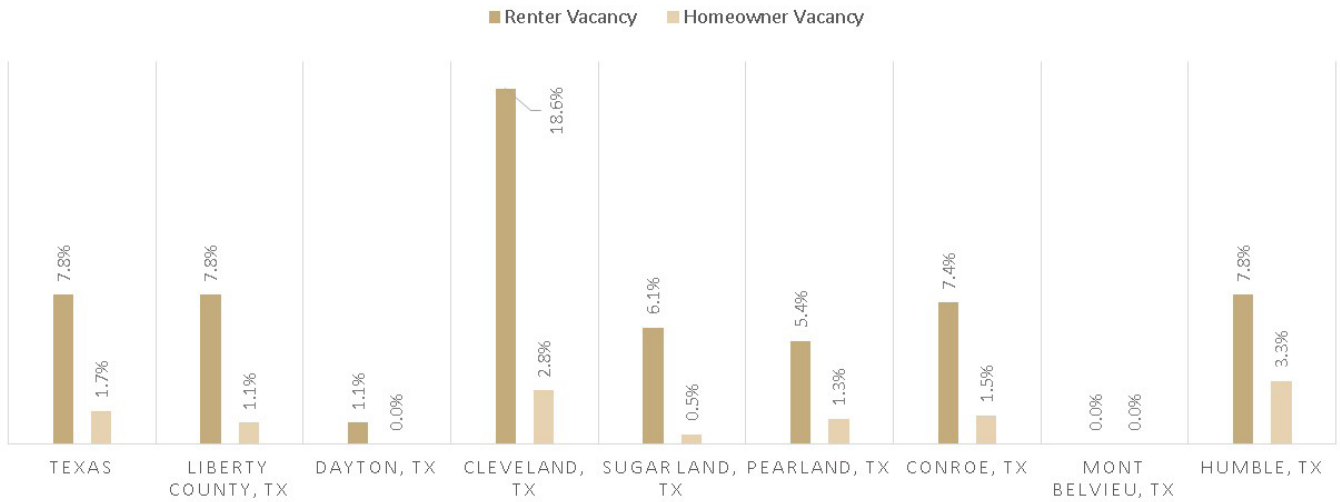
Source: U.S. Census Bureau, 2011-2015 ACS.

## HOUSING TENURE





## HOUSING VACANCIES



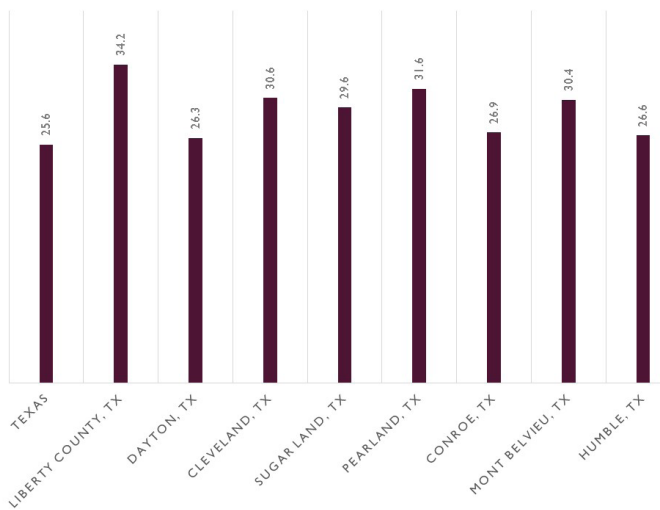
## VACANCIES

A rental and owner vacancies in Dayton are nearly at zero percent, which is a strong indicator of high demand for housing in the community. In the context of long-

anticipated and projected growth, an increase of rental and housing units will need to be delivered in the Dayton market in order to meet high demand.

Source: U.S. Census Bureau, 2011-2015 ACS.

## MEAN COMMUTE TIME (MINUTES)



## COMMUTE

Dayton's proximity and access to Houston make it very competitive in the region. The average commute to work is approximately 26.3 minutes for most residents. While this time is slightly above the State average, it is one of the lowest commute times in the entire Houston region.

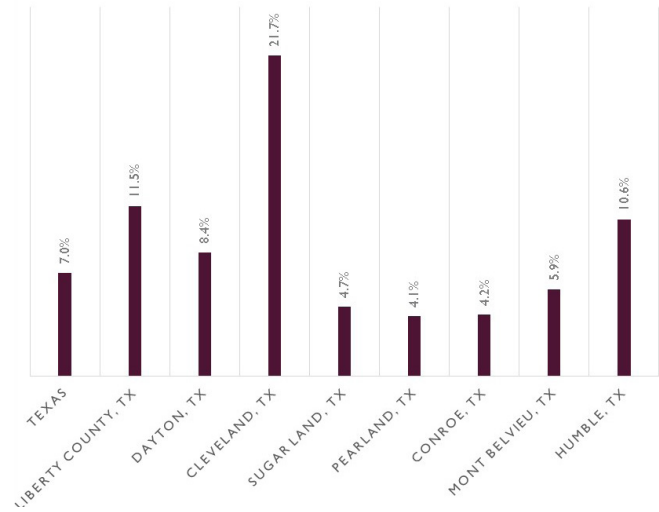
Source: U.S. Census Bureau, 2011-2015 ACS.

## UNEMPLOYMENT

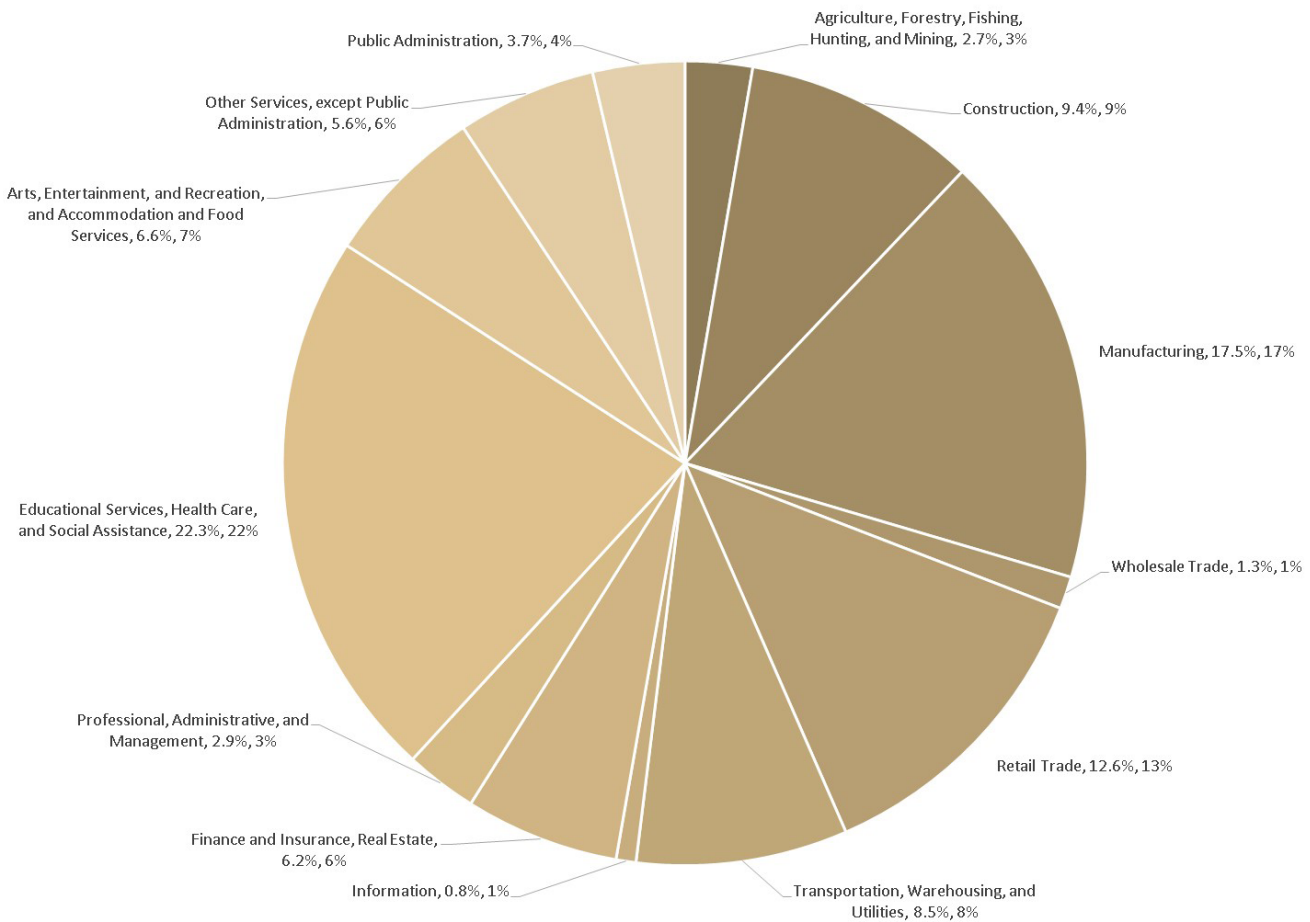
The unemployment rate of Dayton (8.4 percent) is one of the highest among comparison communities and also higher than the State (7.0 percent). However, recent economic development efforts continue to improve this rate. While the unemployment rate is still lower than the County rate (11.5 percent), Dayton will need to continue to track this percentage closely.

Source: U.S. Census Bureau, 2011-2015 ACS.

## UNEMPLOYMENT (%)



## LOCAL INDUSTRIES



## EMPLOYMENT

The Educational Services, Health Care, and Social Assistance industries are the largest employers in Dayton, employing approximately 22.3 percent of the eligible

population. The second and third largest employers, respectively, are Manufacturing (17.5 percent) and Retail Trade (12.6 percent).

Source: U.S. Census Bureau, 2011-2015 ACS.



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# EXISTING CITY LAND USE AND GROWTH

## EXISTING LAND USE PATTERNS

In a community that does not have a zoning ordinance, the current development outcomes largely reflect land use decisions guided by private development and the local and regional marketplace. This section discusses land use as a means of understanding development and growth trends in the City of Dayton. Existing land use is divided into categories and described in terms of type, location, and physical characteristics. Since a variety of factors influence land use, those factors and circumstances that have led to the development pattern in the City of Dayton are discussed as well. The location and extent of land uses in a community affects property values, neighborhood stability, traffic flow, character, and economic development opportunities.



Source: Kendig Keast Collaborative

### MAJOR RETAIL LOCATIONS

- ▶ Small-scale strip centers (Town Center)
- ▶ Other retail locations (Walgreen's, Raceway, Sunoco, McCoy's Building Supply, Brookshire Brothers, Chachere Feed Store)



Source: Google

## MAJOR ACCOMPLISHMENTS IN RECENT YEARS

Leaders and residents in Dayton expressed consensus regarding the following items:

- New housing developments in the City
- City embarks on first-ever Comprehensive Plan to help coordinate its future growth and development

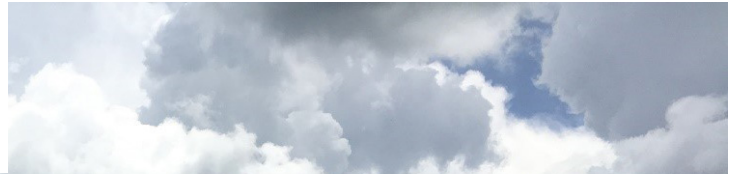
### MAJOR INSTITUTIONAL USES

- ▶ State prison (Lucile Plane State Jail (co-located with Hightower and Henley)
- ▶ First United Methodist Church and other religious uses

### MAJOR PUBLIC USES

- ▶ Dayton I.S.D. campuses (Woodrow Wilson Junior High, Kimmie M. Brown Elementary, Dr. E.R. Richter Elementary, Stephen F. Austin Elementary, Colbert Elementary)
- ▶ City of Dayton City Hall

- ▶ Dayton I.S.D. Will O. Moore, Jr. Administration Building
- ▶ Dayton I.S.D. Anson Rigby Memorial Rodeo Arena
- ▶ Liberty County Dayton Annex
- ▶ City of Dayton City Park
- ▶ City of Dayton Community Center



Source: Kendig Keast Collaborative

Contrary to the uses listed above, certain uses tend to have a more adverse impact on other nearby uses. This is particularly true where the delivery of residential uses would be impacted more directly by characteristics (i.e., noise, traffic, vibration, lighting, odors, general aesthetics, etc.) associated with the following more intensive uses in Dayton:

### MAJOR INDUSTRIAL LOCATIONS

- ▶ Regional distribution center (Sam's Club Distribution Center)
- ▶ Industrial clusters, particularly along S.H. 146
- ▶ Agrobiofuels, Inc.
- ▶ Insteel Industries
- ▶ R & K Fabrication
- ▶ Amico A. Gibraltor Industries
- ▶ Global Tubing, Inc.
- ▶ Tanner Services, Inc.
- ▶ Gulf Inland Logistics Park



Source:

## INTENSIVE MUNICIPAL FACILITIES

- ▶ Wastewater treatment plant
- ▶ Public Works facility



Source: City of Dayton



Source: Kendig Keast Collaborative

## CURRENT ALLOCATION OF LAND USE TYPES

Land within the corporate limits of Dayton is 31.3% developed. **Map 2, Existing Land Use** (located at the end of this section), displays the following four major land use types within the corporate limits:

1. residential uses;
2. commercial uses (retail, office and services);
3. industrial uses; and,
4. public uses (public buildings and publicly-owned land).

As displayed in **Table 1** and **Figure 1, Existing Land Use Allocation**, acreage data from the GIS mapping of current land uses, indicates that:

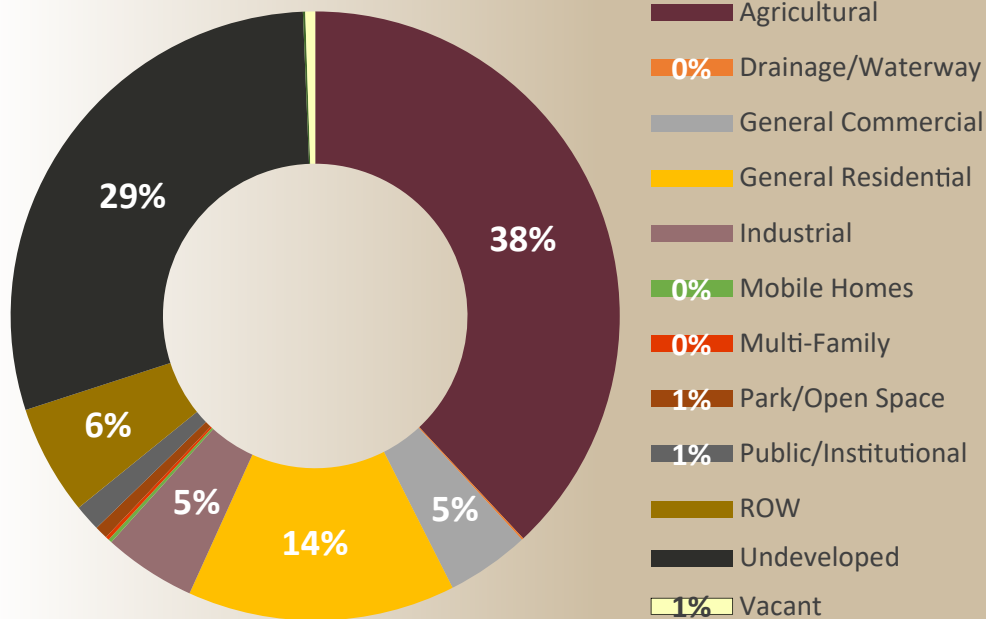
- ▶ Of the total land in the corporate limits, 31.3% is developed and 68.7% is undeveloped, agricultural, or open space.
- ▶ Residential land uses comprise 46.5% of the City's developed land, and include pockets of single-family detached units, and mobile homes (e.g., Pecanwood and Superior). There are also several multifamily complexes in Dayton (e.g., Dayton Square, Brookhollow, Dayton Park, and Cedar Ridge).
- ▶ Commercial land uses comprise 14% of developed land in Dayton, and are generally scattered throughout the City.

- ▶ Industrial land uses comprise 15.6% of developed land in Dayton. There is a strong industrial presence along S.H. 146 and along other areas of Dayton, particularly F.M. 1960.
- ▶ The allocation of land uses for various types of public facilities, including publicly-owned land, are prevalent across the community and account for 22%. The City of Dayton, Liberty County, and the Dayton I.S.D. own the majority of land that falls into this category.
- ▶ Land used for agriculture accounts for 0.55% of undeveloped land.



Source: Kendig Keast Collaborative

**FIGURE 1, EXISTING LAND USE**



**TABLE 1, LAND USE ALLOCATION**

Land Use Category	Agricultural	Drainage / Waterway	General Commercial	General Residential	Industrial	Mobile Homes	Multi-Family	Park/Open Space	Public/Institutional	ROW	Undeveloped	Utilities	Vacant	Total
Acres in City	5,925.10	14.92	687.91	2,210.53	762.35	30.17	29.41	107.86	218.36	908.98	4,562.14	19.17	81.38	15,558.30
Percent City Acres	38%	0%	4%	14%	5%	0%	0%	1%	1%	6%	29%	0%	1%	100.00%

## A WORD ON ZONING

The City of Dayton currently does not have a zoning ordinance. There are currently no incorporated areas with a city-wide zoning ordinance in Liberty County. In 2009, the City of Liberty did adopt a unique airport zoning ordinance to regulate height of structures and land uses near the Liberty Municipal Airport. These regulations were established pursuant to Texas Local Government Code § 241.001. Development types and intensities seen just outside the City of Dayton corporate limits, are indicative of strong market potential based on location, land availability and costs, area population, and related factors. Mont Belvieu, which lies directly south of Dayton and partially inside Liberty County, does currently have a zoning ordinance that regulates land uses. Mont Belvieu's zoning ordinance illustrates the benefits of zoning to the extent that it prefers to limit the type and intensity of development in particular locations to protect residential neighborhoods and control traffic and future development trends and impacts, particularly in areas along S.H. 146. In the Houston region, the City of Houston and Conroe remain the largest incorporated areas without a formal zoning ordinance. The City of Magnolia, located in Montgomery County, marks one recent example of a community adopting a formal zoning ordinance to better manage projected growth and land development outcomes.

## CITY JURISDICTION

Displayed on **Map 3, Annexation History** (located at the end of this section), is a visual record of the growth of Dayton's corporate limits. The map highlights, in particular: (1) the progression of the community's growth along major growth corridors expected to yield future strategic benefits for the City; (2) the growth has traditionally been limited to major corridors; and (3) the recent major annexation of approximately 2,400 acres. This most recent annexation included four tracts, off S.H. 146, totaling 1,386 acres, as well as a 384.46 acres along F.M. 1960, 54.7 acres on S.H. 321 and 666.5 acres on F.M. 1008. State law limits the amount of land a city may annex each year to no more than 10 percent of the city's area before annexation. Since the City had not annexed since 2004, it was able to annex an amount equaling 30 percent of its area.

## CURRENT CITY LIMITS AND EXTRATERRITORIAL JURISDICTION

The Dayton corporate limits currently include approximately 24.3 square miles or 15,558.3 acres.

Depending on the size of their population, municipalities are allowed to extend their corporate limits to areas in their extraterritorial jurisdiction where the provision of public services is easily within reach, particularly in areas where enforcement of their health and safety ordinances is essential. As a community with a population of more than 5,000 residents, the City of Dayton operates as a Home Rule City, which allows Dayton to extend its ETJ to one mile outside and contiguous to its corporate limits. This allows a municipality some ability to plan for orderly growth and development in surrounding areas.

## EXTRATERRITORIAL JURISDICTION

ETJ is defined as "the unincorporated area that is contiguous to the corporate boundaries of the municipality." The geographical extent of any city's ETJ is contingent upon the number of inhabitants of the city, per Texas Local Government Code § 42.021.

Number of Inhabitants Extent of Extraterritorial Jurisdiction	
Fewer than 5,000	One-half Mile
5,000-24,999	One Mile
25,000-49,999	Two Miles
50,000-99,999	Three and one-half Miles
100,000 and over	Five Miles

General law cities, on the other hand, must receive a request from landowners or voters prior to annexing. Some exceptions allow general law cities to annex without consent, but those are very limited. As a home rule municipality in Texas, Dayton has the unilateral authority to annex with or without consent of the inhabitants or owners of territory in its ETJ. With continued population growth in Liberty County and the greater Houston region, Dayton is poised to continue its annexation plans grounded in strategic and timely implementation.



## GROWTH OPPORTUNITIES

Highlighted on **Map 4, Growth Opportunities** (located at the end of this section), are areas in and around the Dayton corporate limits that are classified as undeveloped, in agricultural use, or are currently under consideration by the City of Dayton for inclusion in its Annexation Plan. This visual representation combined with the locations of existing development, and areas delineated as floodplain, provides a starting point for assessing where new growth and land development might occur in the years ahead, including available land within existing developed areas that could be attractive for redevelopment and/or infill projects. These opportunities are explored further in the Future City report of the Comprehensive Plan.

## UTILITY INFRASTRUCTURE

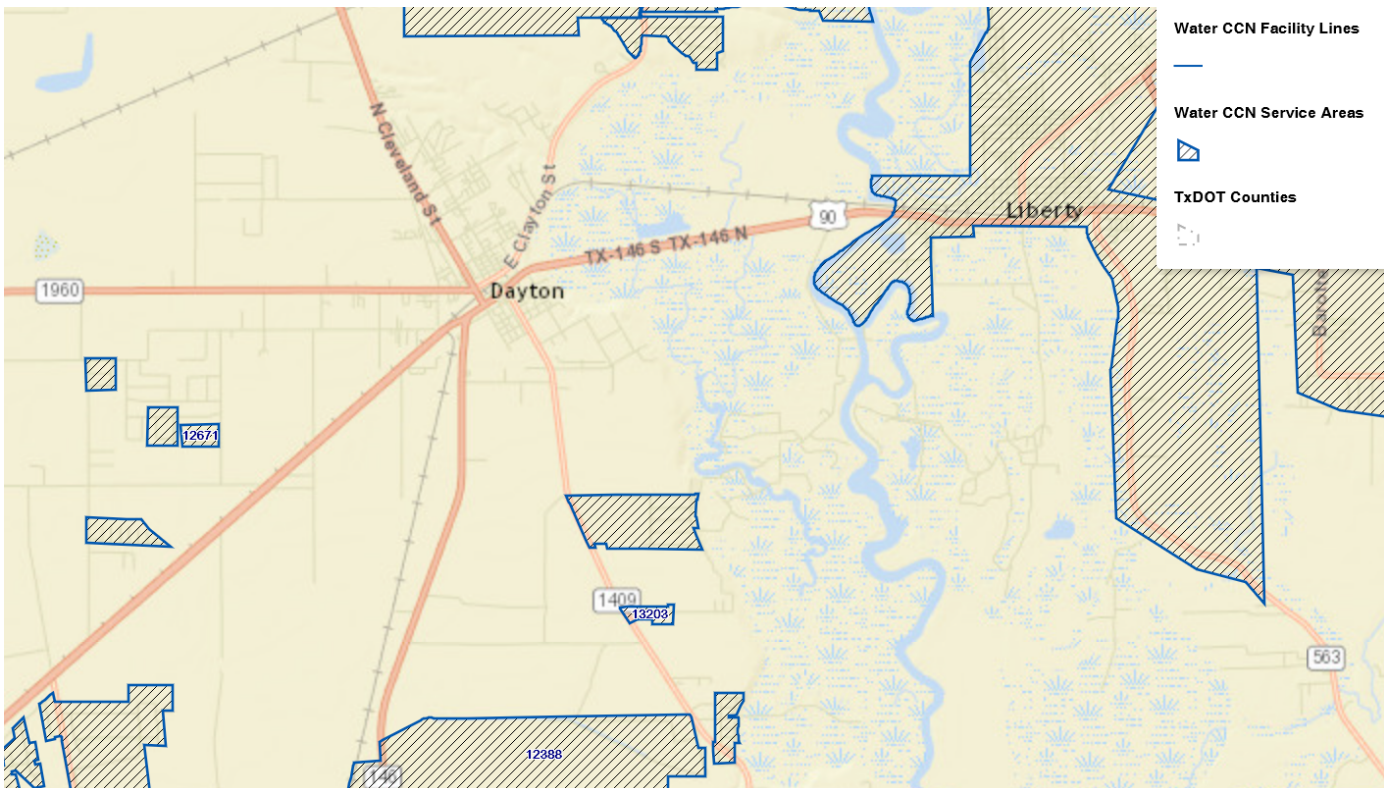
**Map 4, Growth Opportunities** provides a visual snapshot of where Dayton’s utility infrastructure is in place to serve existing development. According to the Public Utility Commission of Texas (PUC), a Certificate of Convenience and Necessity (CCN) gives a CCN holder the exclusive right to provide retail water and/or sewer utility service to an identified geographic area. Chapter 13 of the Texas Water Code requires a CCN holder to

provide continuous and adequate service to the area within its CCN boundary. Municipalities and districts normally are not required to have a CCN; however, some municipalities and districts do have a CCN. A district or municipality may not provide services within an area for which another utility holds a CCN unless the district or municipality has a CCN itself for that area. Although Dayton does not currently hold a CCN for water and sewer, it is registered as an active utility service provider under No. P0616.

It is also worth noting that a Municipal Utility District (MUD) exists just north of Dayton. If the City decides to annex this territory, it would have to negotiate the provision of water and wastewater service, among other services, by way of a Strategic Partnership Agreement (SPA). In other words, the location of a MUD in this area could make annexation feasibility less reasonable and more costly in the long-run.

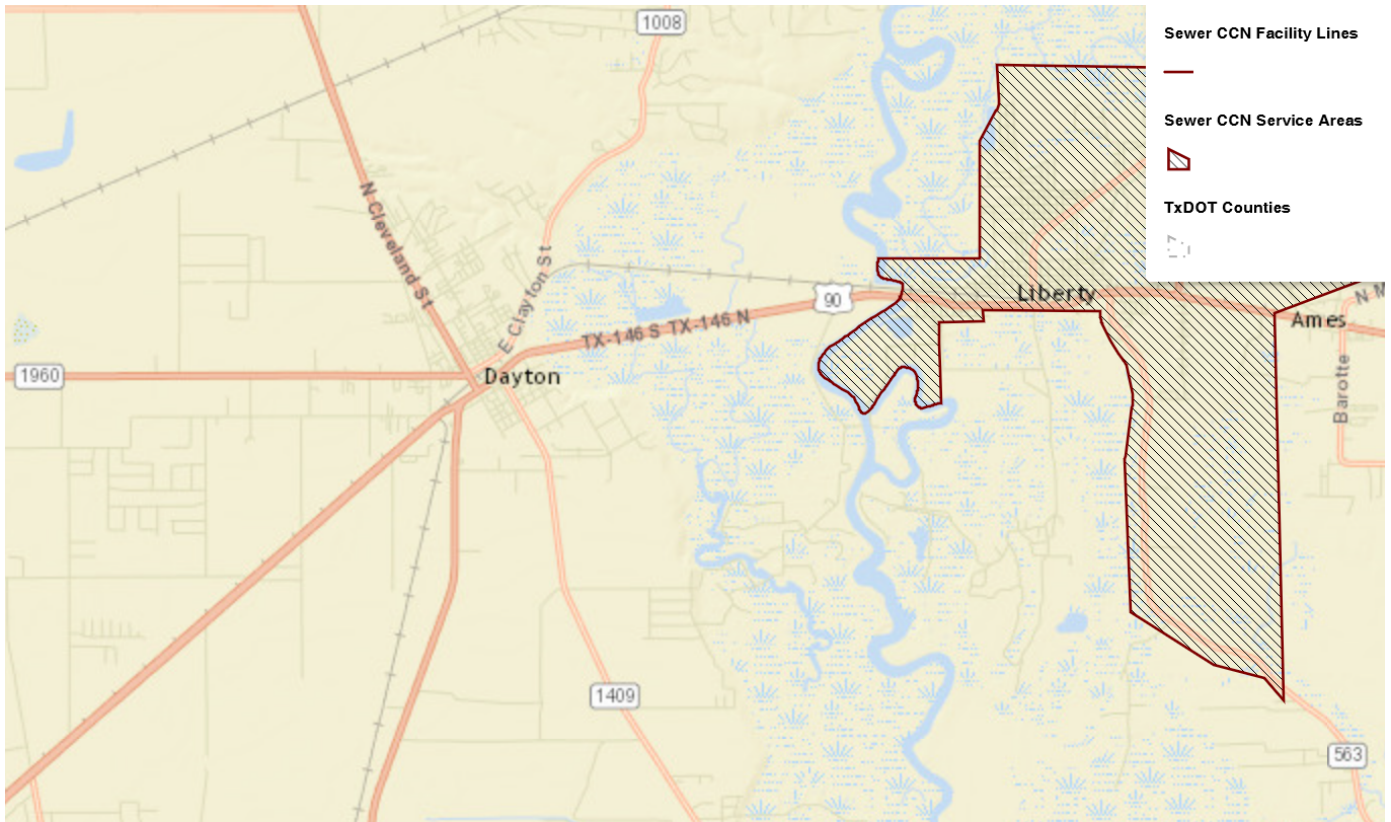
## WATER SYSTEM

The provision of water service in Dayton extends to its ETJ. All water in Dayton and its surrounding ETJ is pumped directly from the Angelina Aquifer at three source locations in the City. The three wells pump from a depth of 1,300 lineal feet and have a cumulative average



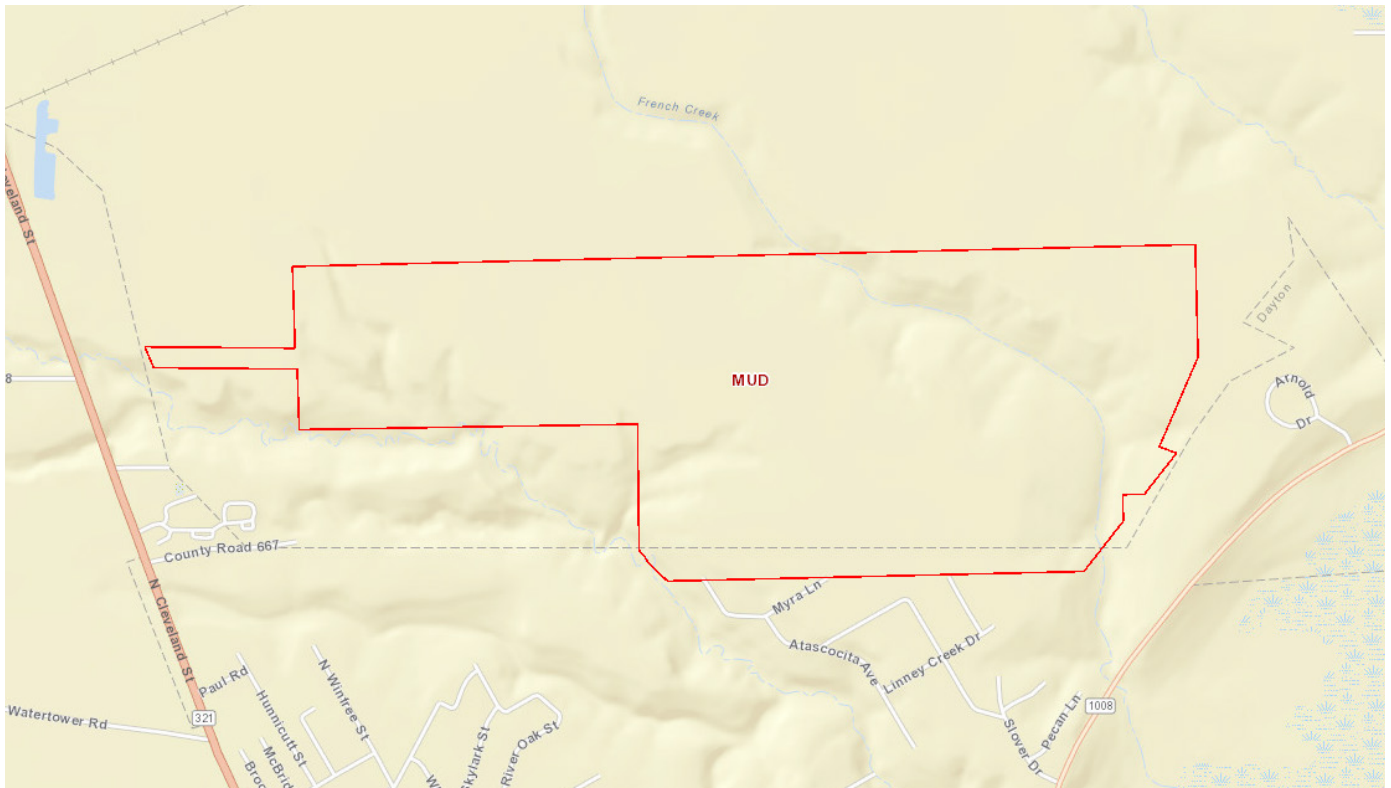
Water CCNs near Dayton (2017)

Source: PUC of Texas



Sewer CCNs near Dayton (2017)

Source: PUC of Texas



North Dayton MUD

Source: PUC of Texas

daily production of 1.5 million gallons; the total system capacity is between 2.5-3 million gallons per day and the peak daily flow is approximately 400,000 gallons per day. To treat the well water, the City uses chlorine as a primary additive.

The total number of customers is approximately 3,130, with the prisons and schools serving as the largest users. In the last 20 years, improvements and upgrades include the rehabilitation of two water wells and several water line extensions, as well as first-time fire protection flows to several areas. In the next 20 years, it is anticipated that the City will need to undertake the rehabilitation of a third water well, add an elevated tower, and consider expansion of service to underserved areas.

The City currently updates a 5-year plan every year to address any water planning concerns. According to the Texas Commission on Environmental Quality (TCEQ), the City has an approved water conservation plan.



## EXISTING WATER FACILITIES AND CAPACITY

### Rosewood Well Station, Ground Storage Tank, and Generator

383 Rosewood Street  
**1 million gallons**

### Clayton Well Station, Ground Storage Tank, and Generator

221 East Clayton Street  
**300,000 gallons**

### Tram Well Station and Elevated Water Tower

2792 Norcross Lane  
**500,000 gallons**

### Elevated Water Tower

3630 F.M. 686  
**250,000 gallons**

### Elevated Water Tower

6002 S.H. 146  
**300,000 gallons**

## WASTEWATER SYSTEM

The provision of wastewater service in Dayton extends to its ETJ. The City of Dayton maintains and operates a wastewater system that has a total of 20 lift stations and one treatment plant. Dayton's wastewater treatment plant was upgraded in 2010 and is now capable of handling sewer flows up to 4 million gallons per day. There are no immediate plans for further expansion opportunities.

The total number of customers is approximately 2,772. The average treatment flow is approximately 1.5 million gallons per day. In the last 20 years, improvements and upgrades include two wastewater plant extensions, the rehabilitation of several lift stations, and multiple

wastewater line extensions. In the next 20 years, it is anticipated that the City will need to undertake adding new lift stations, the rehabilitation of existing lift stations, and the extension of services to underserved areas.

The City currently updates a 5-year plan every year to address any wastewater planning concerns.

See **Map 4, Growth Opportunities** at the end of this section.



## EXISTING WASTEWATER FACILITIES AND CAPACITY

### Wastewater Treatment Plant and Generators

500 Sunset Heights

Permitted for 4 million gallons per day

City of Dayton  
Sanitary Sewer Collection System Lift Stations  
Updated 10/10/2017

Lift Station	No. of Pumps	Firm Pumping Capacity <sup>1</sup>	
		GPM	TDH
Cherry Creek	2	780	88.5'
Overpass	2	1550	67'
Klemp	2	50	15'
Prison	2	1000	37'
SH 146 South	2	203	88'
Prater	2	145	90'
Austin			
Jamison <sup>4</sup>	2	350	-
Sawmill <sup>*2</sup>	3	2083	-
Clayton <sup>*</sup>	2	416	-
SH 321/High School <sup>**</sup>			
Luke <sup>3</sup>	2	384	17.4'
Dayton Park Apts. <sup>**</sup>			
SH 321 @ Sterling			
Houston/SE <sup>*</sup>	2	944	-

<sup>1</sup> Per the TCEQ, the firm pumping capacity of a lift station is based on the largest pump being out of service.

<sup>2</sup> The Sawmill Lift Station has 3 pumps with a capacity of 1.5 MGD (1041 GPM)/each.

<sup>3</sup> This data is based on information provided by Hahn Equipment last year. I believe that these pumps were installed by Hahn back in 2013/2104.

<sup>4</sup> This data was found in calculations for the WWTP project that was completed back in 2010. We do not know how accurate the information is.

\*These capacities were found on a set of record drawings from 1990 that did not include the total dynamic head (TDH).

## DRAINAGE SYSTEM

Storm sewer infrastructure and other related drainage improvements are located in the City to convey storm water from roadways and other urban surfaces to drainage ways. Annual precipitation in Dayton is approximately 55 inches, and while the majority of precipitation falls in the summer months in the form of heavy thundershowers, average monthly precipitation is consistent throughout the year. The consistent monthly rain in Dayton, makes it critical to maintain an existing storm drainage system with enough capacity to handle above average volumes.

Typical drainage improvements in Dayton include flushing culverts under driveways and streets. The Street and Drainage Department re-grades ditches that become heavily silted. Culverts are also flushed during this activity. Many off-road drainage ditches are also cleaned and regraded by the department. These off-road ditches collect storm water from many smaller ditches and storm sewers and transport it to larger ditches. As an indicator of a renewed focus on addressing drainage concerns in the City, drainage-related expenses in the City of Dayton have nearly doubled in just a few years, from \$33,307 in FY 13-14 to nearly \$66,800 in FY 16-17.

## PUBLIC SAFETY SERVICES

### FIRE DEPARTMENT

Fire service in Dayton comes via the Dayton Volunteer Fire Department (DVFD). The DVFD protects an estimated 20,000 people living in a service area of approximately 52 square miles; the DVFD has mutual aid agreements in place with Dayton, Tarkington, and Kenefick. It currently operates out of one station, which is located at 9741 S.H. 321. The organization of the current department includes a fire chief, an assistant chief, station sergeant, secretary, treasurer, and an active roster of 20 part-time or volunteer firefighters.

The department has purchased its own equipment through the years, thanks in large part to donations and various fundraising events and community activities. The current inventory of equipment includes one engine, two boosters, one medium rescue, one tanker, and one squad. Department capacity includes hazmat and fire protection. The DVFD special community programming includes First Aid/CPR training.

The DVFD is ranked in the top ten in the State of Texas for a department of its size, and is counted on throughout Liberty County and parts of Harris County to provide

backup to numerous volunteer fire departments and agencies. The number of fire responses total over 267 per year. Members participate and/or instruct at the Annual Texas A&M Fire Training School, the Annual Livingston Fire Training School, various other training schools, and independent training on a regular schedule. The Insurance Services Office (ISO) rating for DVFD is currently an 8. The lower this number is, the lower the insurance premiums for residents.

There are plans to start construction of a new police and fire station at S.H. 321 in 2017. Future planning considerations include expansion of the current station, an engine/pumper update, and water supply challenges.



Source: cityofdaytontx.com/164/Fire

### POLICE DEPARTMENT

The provision of police service in Dayton extends only to the city limits. There is one police station in Dayton located at 111 North Church Street. The police department is comprised of 21 sworn officers and 15 civilian employees. The department is organized into the five divisions listed below:

- ▶ Administration - chief of police;
- ▶ Criminal Investigation Division - detective sergeant, 2 detectives, warrant officer;
- ▶ Patrol Division - patrol sergeant, 2 corporals, narcotics investigator, 9 patrol officers, 3 reserve officers;
- ▶ Support Services - communications supervisor, 8 dispatchers, 2 records clerks; and
- ▶ Animal Control - animal control officer.

Officers respond to calls using Ford Explorer vehicles. Harris County Precinct 3 contracts with Dayton High School to provide additional support. The police department provides basic training up to master peace officer. There is currently only one classroom for training. Community programs include national night out, neighborhood watches, IndentiKid/fingerprinting,

DNA sampling of kids, fairs, tours, and several speaking engagements.

Current police needs include hiring more officers, purchasing more vehicles, a new gun range, and consideration of a new animal control facility. There are plans to start construction of a new police and fire station at S.H. 321 in 2017.



Source: City of Dayton Police Department

## KEY OPPORTUNITIES AND CHALLENGES FOR LAND USE AND GROWTH

Input and discussions for this first-ever Comprehensive Plan, through informal listening sessions, workshops with City Council, a community-wide workshop and open house, interaction with the Comprehensive Plan Advisory Committee (CPAC), and background discussions with Dayton staff, yielded the following items related to the Land Use and Growth focus area of the plan:

- ▶ Gain greater share of housing, retail, and industrial uses in Dayton.
- ▶ Continued annexation.
- ▶ Growth management in the City and ETJ, possibly through a “light” zoning ordinance.
- ▶ Downtown redevelopment.
- ▶ Continued fire and police department growth and expansion.
- ▶ Continued water and wastewater investments in additional capacity.
- ▶ Continued storm drainage infrastructure improvements.

## OTHER INFORMATION SOURCES

Other relevant documents related to Land Use and Growth include:

### 2016-2017 Annual Budget and 5-Year Capital Improvement Plan

- 2015 Dayton I.S.D. Presentation
- 2013 Trade Area Study

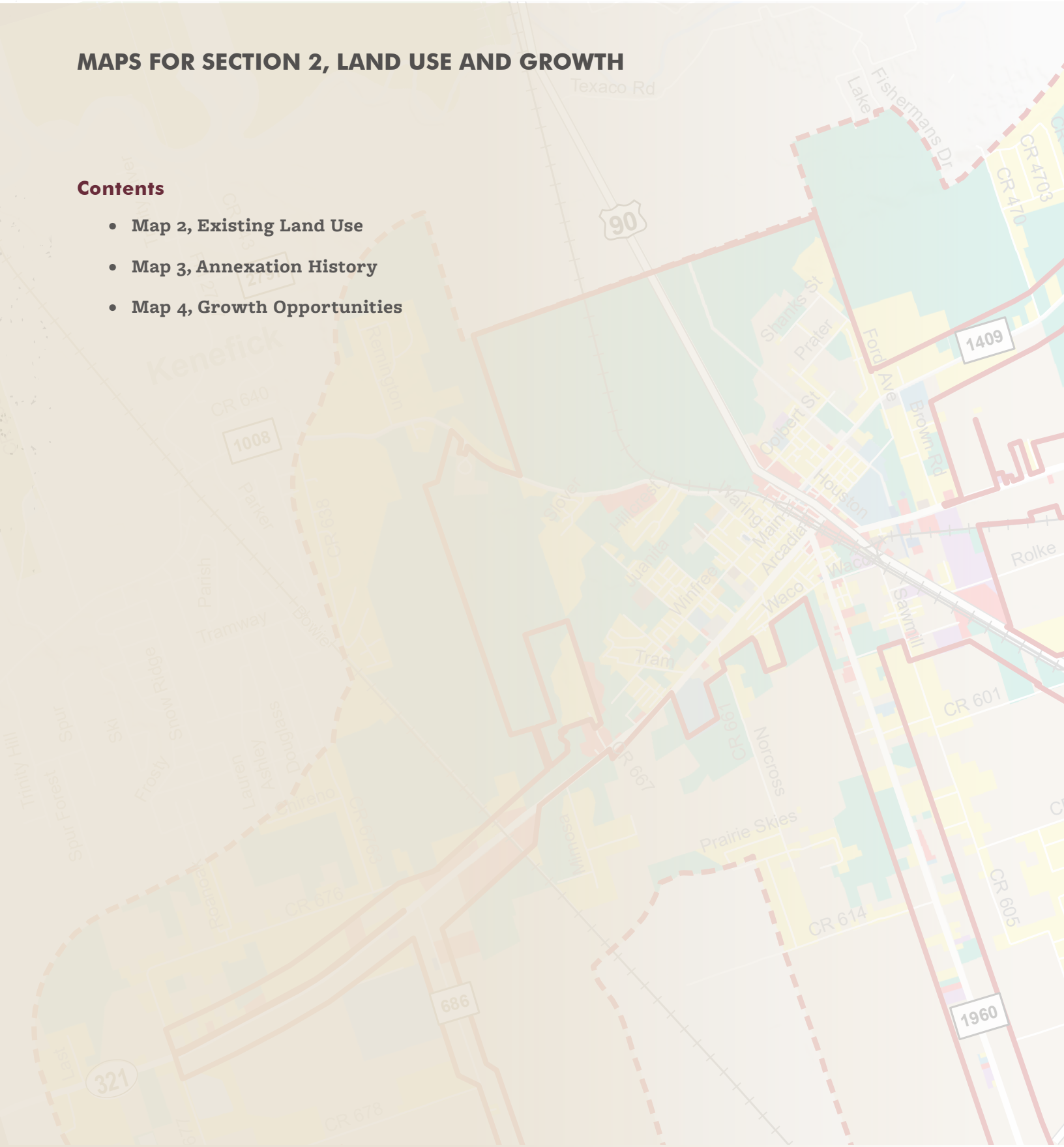
### Pertinent websites include:

- City of Dayton
- Dayton Community Development Corporation
- Liberty County
- Liberty Central Appraisal District
- United States Census Bureau
- The Handbook of Texas Online
- The Liberty County Vindicator
- The Houston Chronicle
- Public Utility Commission of Texas
- Texas Commission on Environmental Quality (TCEQ)

## MAPS FOR SECTION 2, LAND USE AND GROWTH

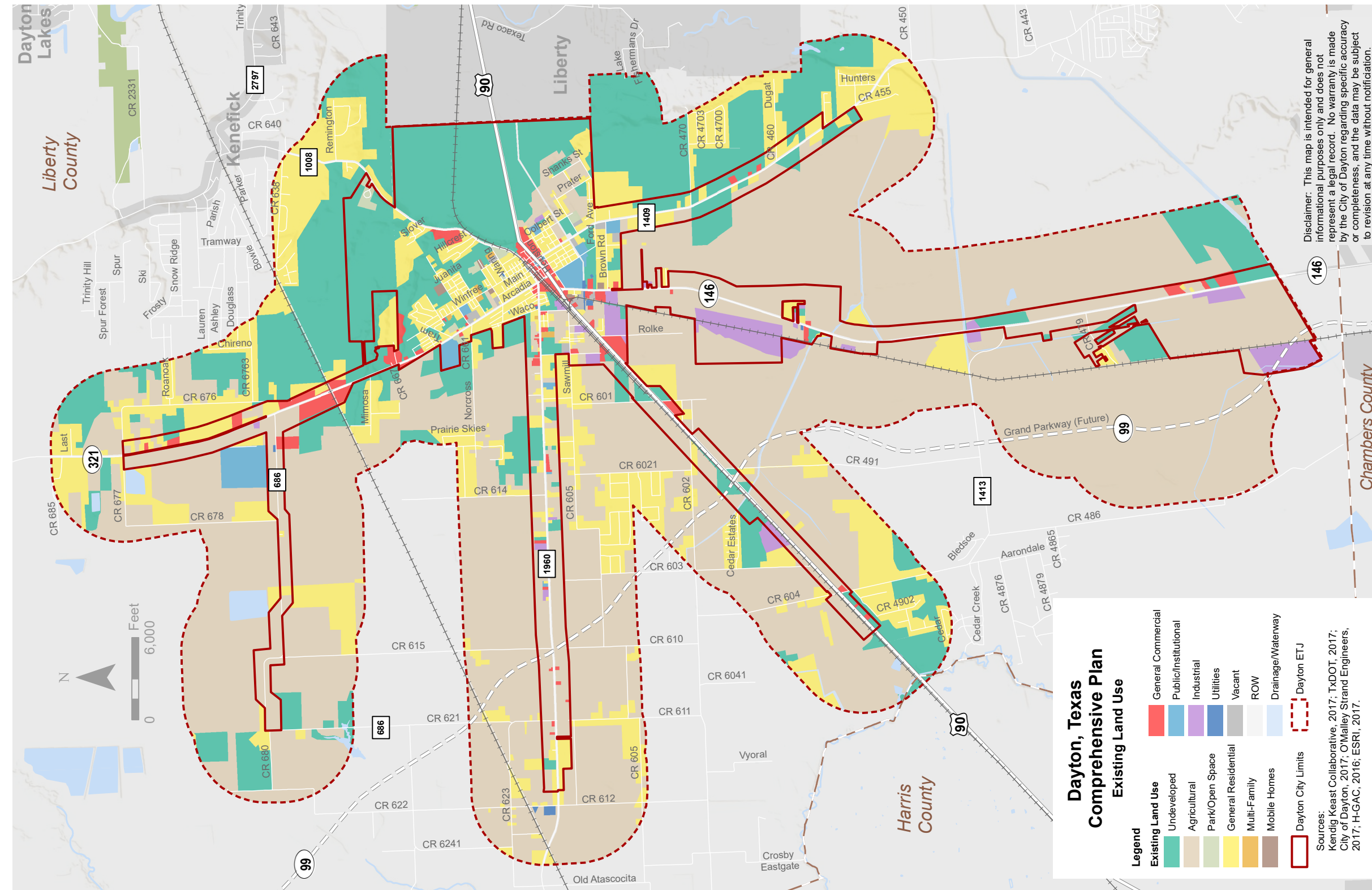
### Contents

- Map 2, Existing Land Use
- Map 3, Annexation History
- Map 4, Growth Opportunities



# MAP 2

## EXISTING LAND USE



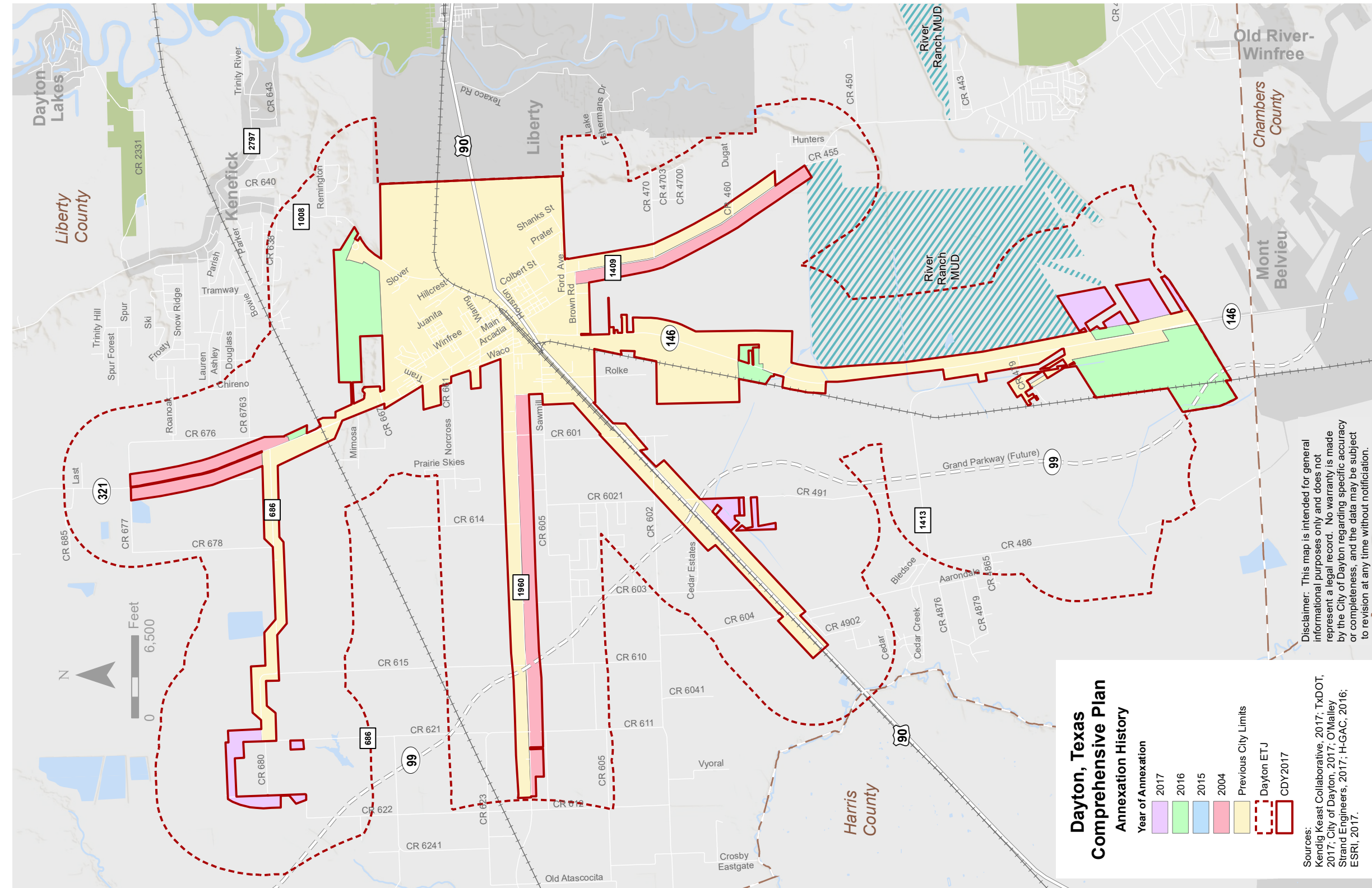
**Disclaimer:** This map is intended for general informational purposes only and does not represent a legal record. No warranty is made by the City of Dayton regarding specific accuracy or completeness, and the data may be subject to revision at any time without notification.



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# MAP 3

## ANNEXATION HISTORY



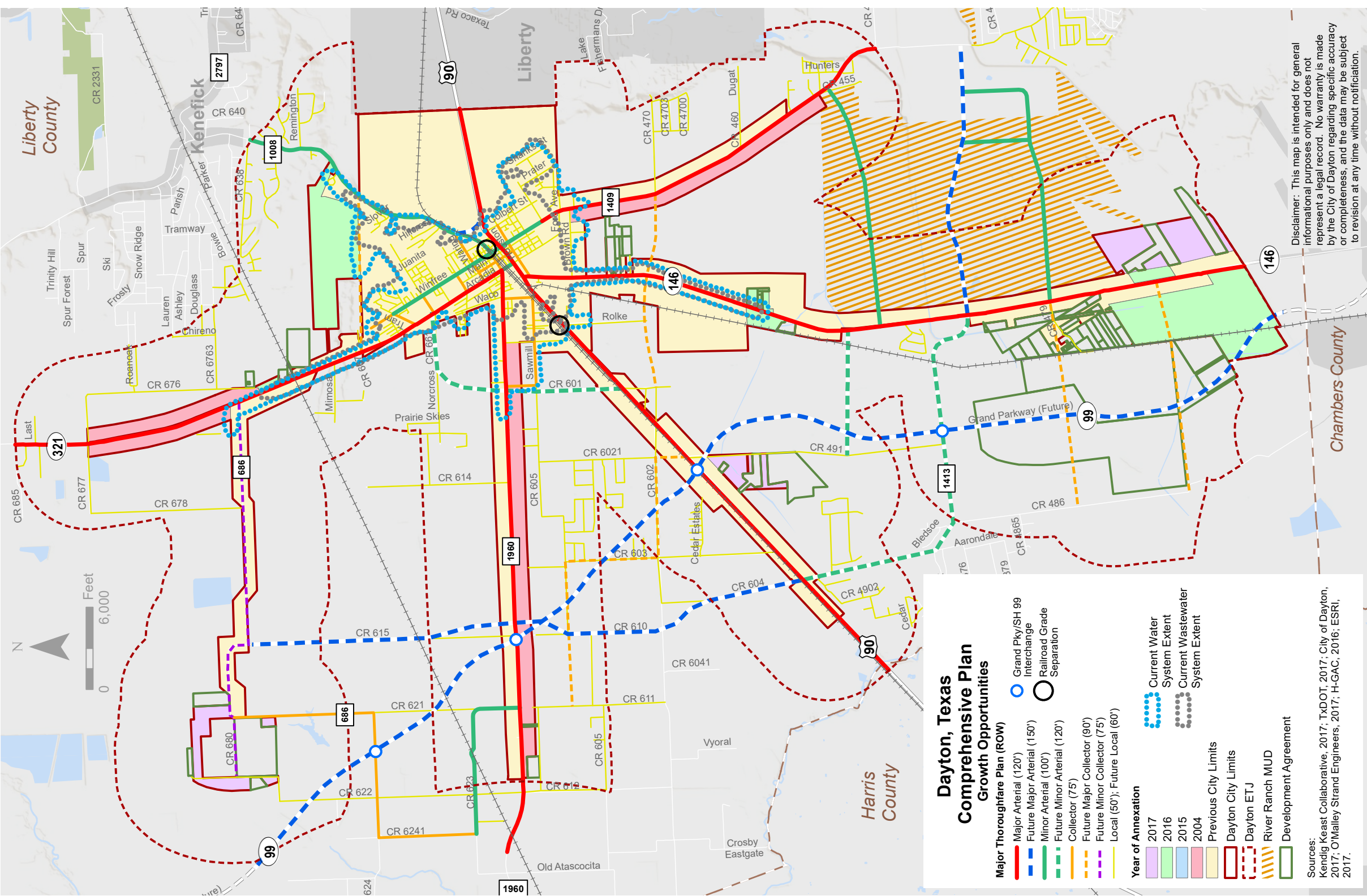
**Disclaimer:** This map is intended for general informational purposes only and does not represent a legal record. No warranty is made by the City of Dayton regarding specific accuracy or completeness, and the data may be subject to revision at any time without notification.

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# MAP 4

## GROWTH OPPORTUNITIES

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# EXISTING CITY TRANSPORTATION AND MOBILITY

**Land use planning and transportation planning influence each other. Mobility includes a multitude of moving parts that facilitate the movement of people and goods through a community. The moving parts include roadways, sidewalks, bike lanes, multi-purpose pathways, and transit facilities. The transportation and mobility section of the Comprehensive Plan assesses existing conditions in the City of Dayton and determines key opportunities and challenges for future transportation and mobility.**

## REGIONAL CONTEXT

A metropolitan planning organization (MPO) is a local decision-making body that is responsible for overseeing the metropolitan transportation planning process. Since the City of Dayton is located in close proximity to the City of Houston, it forms part of the Houston-Galveston Area Council (H-GAC) MPO. Prepared in cooperation with the Texas Department of Transportation (TxDOT), the U.S. Department of Transportation, the Federal Highway Administration (FHWA), and the Federal Transit Administration (FTA), the H-GAC recently submitted its Transportation Improvement Program (TIP), Bridging

Our Communities TIP 2017-2020, to FHWA and FTA. The 2017-2020 TIP is a multimodal program of transportation infrastructure and service improvements planned for implementation in the Houston Region over the next four years. It includes projects of regional significance for which federal, state and local funding is available or committed. The TIP includes at least one major project that will have a significant impact on Dayton in the immediate future.

## BRIDGING OUR COMMUNITIES 2017-2020 TIP

There is one notable project that will certainly have a direct impact on Dayton. The following is a summary of this project, which is currently listed on the TIP:

- ▶ TxDOT Beaumont District is proposing Segment H of S.H. 99 (i.e., Grand Parkway) through Dayton. The total cost shown on the TIP for this important segment is \$284,710,000. The total cost of the project is shared completely by the State of Texas. The project limits are from Harris County to U.S. 90. In the TIP, the project is described as a 4-lane tollway with interchanges and two non-continuous 2-lane frontage roads.

## MAJOR COMMUNITY ACCOMPLISHMENTS IN RECENT YEARS

Leaders and residents in Dayton expressed consensus regarding the following items:

- Consensus towards the need for a grade separation at U.S. 90 and the railroad tracks
- H-GAC S.H. 146 Subregional Study
- Planned improvements underway for Waco and Winfree Streets
- The planned construction of the Grand Parkway through Dayton



BEAUMONT LIBERTY 3510-09-002 SH 99 C.E.R DAYTON TXDOT BEAUMONT DISTRICT **\$284,710,000**  
 STREET: SH 99 REV DATE: 07/2016  
 LIMITS FROM: HARRIS C/L MFO PROJECT ID: 10122  
 LIMITS TO: US 90 FUNDING CATEGORY: 3  
 TIP SEG H: CONSTRUCT 4-LANE TOLLWAY WITH INTERCHANGES AND TWO NON-CONTINUOUS 2- MTP REFERENCE:  
 DESCRIPTION: LANE FRONTAGE ROADS  
 REMARKS:

**Project History:**

Total Project Cost Information:		Cost of Approved Phases:	Authorized Funding by Category/Share:					Funding By Category	
			Federal	State	Regional	Local	Local Contribution		
Preliminary Engineering:	\$9,364,203	<b>\$284,710,000</b>	3-TOLL: ---	\$284,710,000	---	---	---	<b>\$284,710,000</b>	
Right Of Way:	\$47,776,547		<b>Funding by Share:</b>						
Construction:	\$191,106,189		---	\$284,710,000	---	---	---		
Construction Engineering:	\$7,644,248								
Contingencies:	\$19,110,619								
Indirects:	\$9,708,194								
Bond Financing:	---								
<b>Total Project Cost:</b>	<b>\$284,710,000</b>								

Source: TxDot Beaumont District



Source: H-GAC

The following are notable highlights from the Bridging Our Communities 2040 Regional Plan with particular relevancy for Dayton:

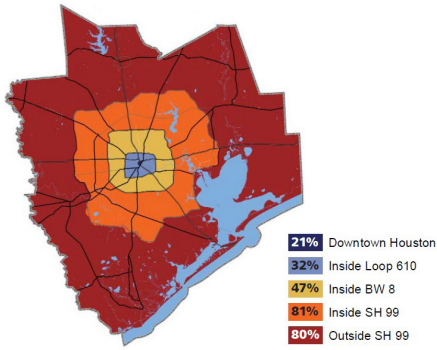
- ▶ The four 2040 RTP strategies recommend \$88 billion dollars of investment. Among the corridor-based major investments listed is S.H. 146 at approximately \$693 million. Naturally, the Grand Parkway also makes the list at approximately \$4 billion. In addition to these two corridors, freight is identified as a priority regional investment program at approximately \$588 million.
- ▶ The implementation of the 2040 RTP was modeled to provide an initial impression of the future performance of the system. For this, the region was divided into logical geographic zones, such as those presented in the image shown below. These zones comprise most of the region’s activity, and capture travel statistics in a convenient way. The image depicts percent changes in Total Volume and Vehicle Miles Traveled (VMT) over the life of the plan. The largest percentage increases are in the areas between Beltway 8 and the Grand Parkway (S.H. 99), and outside the Grand Parkway (S.H. 99). With so much travel shifting further away from the historic regional core of downtown Houston, Dayton is well-positioned to take advantage of the appropriate 2040 RTP programs and strategies.
- ▶ In its long-range vision, the RTP shows U.S. 90 and S.H. 146 as future express/signature bus routes through Dayton.

### LIBERTY COUNTY

Liberty County does not currently have a major thoroughfare plan. However, as shown on **Map 5, 2012 Regional Thoroughfare Plan** does include the Grand Parkway and several conceptual thoroughfares that bisect the City of Dayton.

### TRAFFIC CONDITIONS AND TRENDS

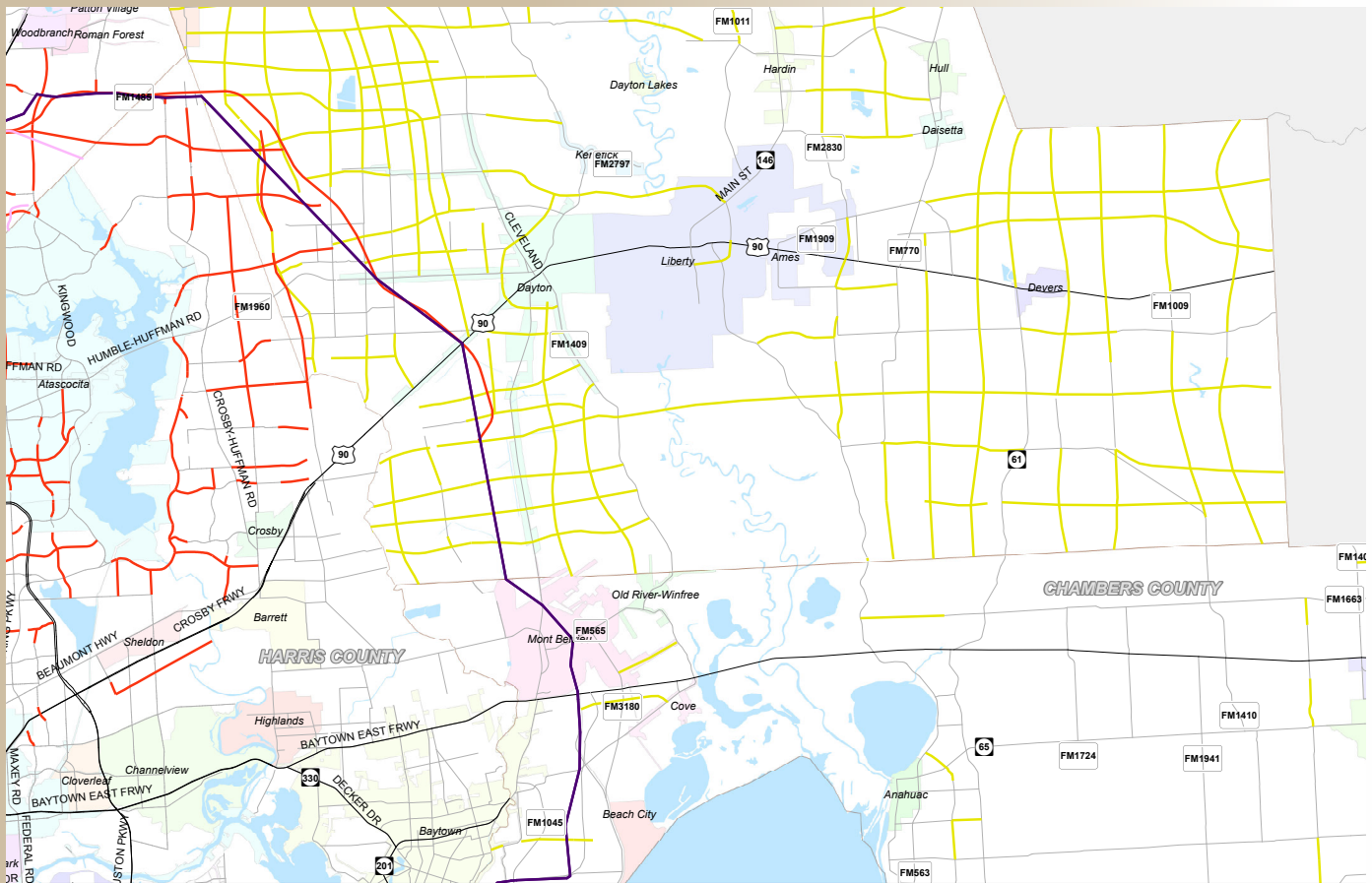
Traffic flow in the City of Dayton centers around its numerous principal thoroughfares, including but not limited to: S.H. 321 (N. Cleveland St.), F.M. 1960 (W. Clayton St.), U.S. 90, S.H. 146, F.M. 1409 (S. Winfree St.), F.M. 1008 (E. Clayton St.), F.M. 605, F.M. 661 (Norcross



	2015 POPULATION	2040 POPULATION	PERCENT CHANGE
CBD	5,501	12,927	135%
IH 610	505,413	583,872	16%
BW8	1,680,851	2,166,884	29%
SH99	2,932,889	4,308,476	47%
OUTSIDE SH99	1,327,857	2,485,284	87%

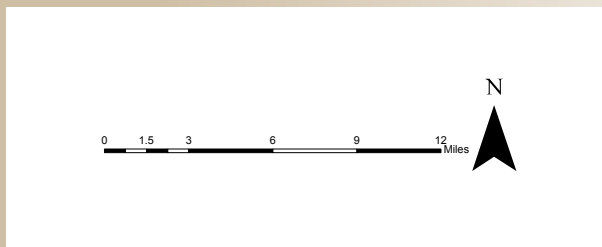
Source:

### MAP 5, 2012 REGIONAL THOROUGHFARE PLAN



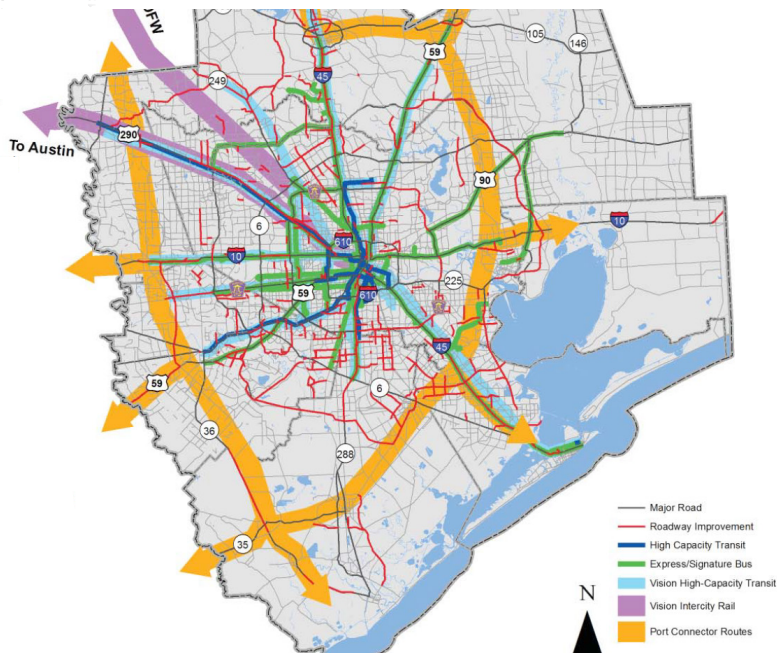
#### Legend

- Conroe
- Tomball
- Grand Parkway Proposed
- Waller County
- Montgomery County
- Harris County/City of Houston
- Other Counties



Source: H-GAC





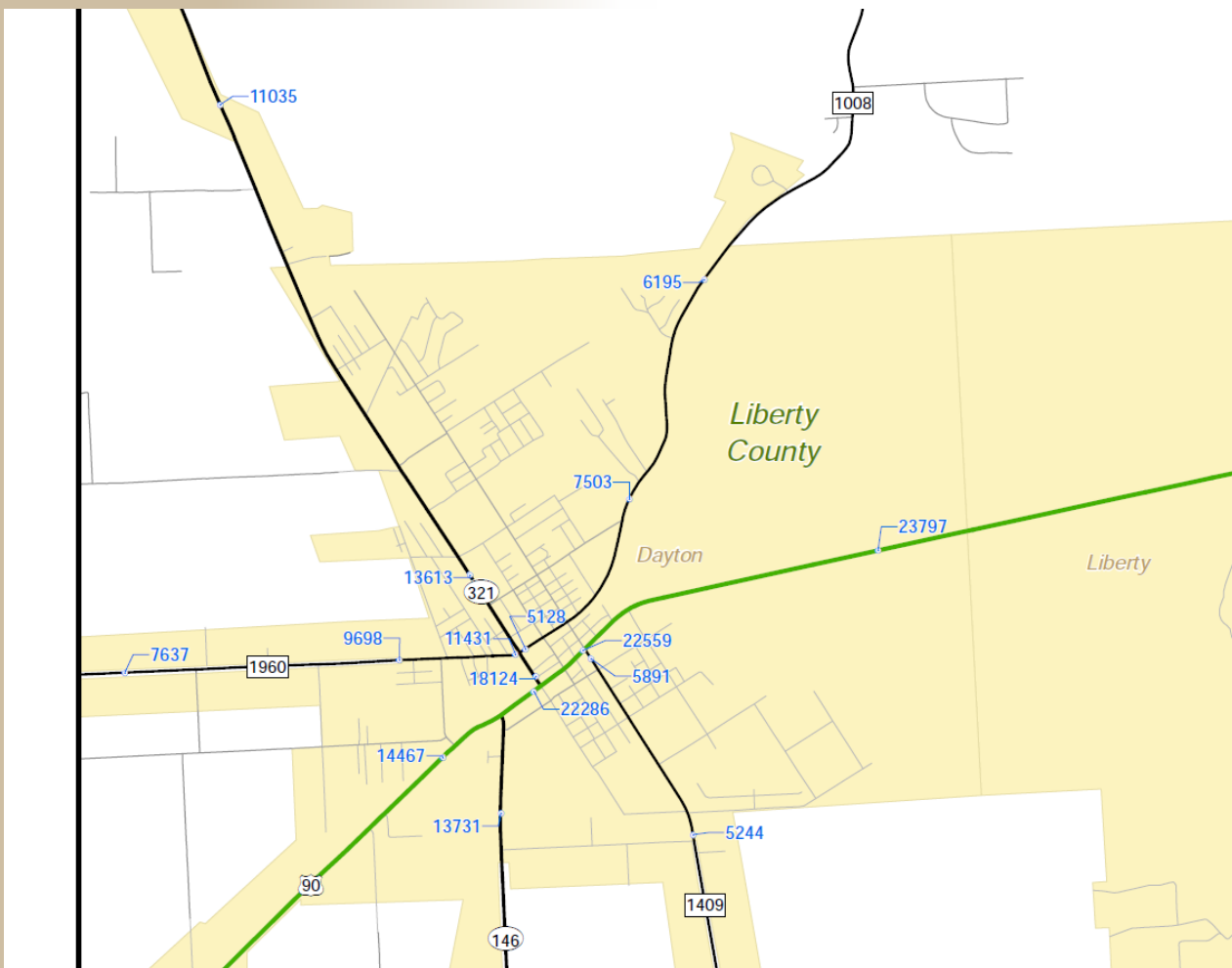
Source: TxDOT

Lane), and the future S.H. 99 tollway (Grand Parkway). Data from the 2015 Beaumont District-TxDOT Average Annual Daily Traffic (AADT) Maps, as shown on **Map 6, Average Annual Daily Traffic**, indicates the following:

- ▶ The highest traffic count (23,797) is near the Dayton-Liberty city limits boundaries on U.S. 90;
- ▶ The second highest traffic volumes (22,559 and 22,286) occur at U.S. 90 at the F.M. 1409 (Winfree St.) and S.H. 321 (Cleveland St.) intersections, respectively; and
- ▶ Significant traffic volumes (14,718 and 11,634) occur at F.M. 1413 at the U.S. 90 and S.H. 146 intersections, respectively.

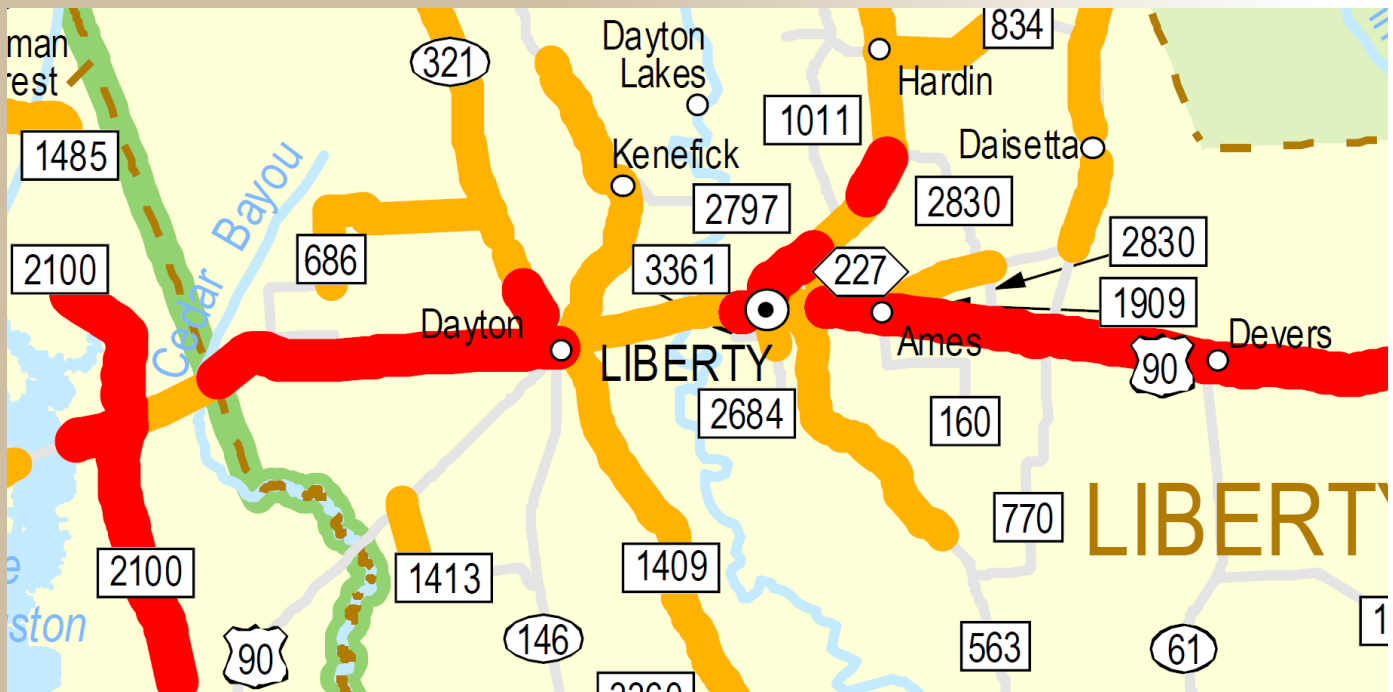
Data from the 2014/2032 TxDOT Peak Hour Congestion Maps, as shown in **Map 7, Peak Hour Congestion**, indicates the most peak hour congestion occurs on F.M. 1960 and S.H. 321 (N. Cleveland St.).

## MAP 6, 2015 AVERAGE ANNUAL DAILY TRAFFIC COUNTS



Source: TxDOT



**MAP 7, PEAK HOUR CONGESTION****OTHER TRANSPORTATION MODES****BICYCLE AND PEDESTRIAN FACILITIES**

An increasingly growing number of metropolitan planning organizations prioritize major transportation projects on the basis of objective criteria that considers all transportation modes, including the provision of bicycle and pedestrian facilities. There are also numerous grants available to municipalities that embrace the provision of these amenities. Dayton currently does not have a bicycle and pedestrian master plan. From a regional planning perspective, the RTP also does not show any specific bicycle plans near or within the City.

While there are no existing on-street bicycle lanes in Dayton, there are a number of sidewalks throughout the community, including considerably older sidewalks throughout the downtown area and near schools that are in poor condition or do not connect.

**AIRPORT**

While Dayton does not have an airport, it is within easy access to and from George Bush Intercontinental (IAH) and William P. Hobby (Hobby) Airports via access along F.M. 1960 and U.S. 90 out of Dayton. Dayton is 27 miles east of George Bush Intercontinental Airport, which

amounts to a 40-minute drive approximately, and 40 miles northeast of William P. Hobby International Airport, which amounts to a 50-minute drive approximately. Dayton's proximity to IAH, in particular, is a major asset and tied directly to Dayton's future potential as a place to live and work.

**FREIGHT RAIL**

Freight rail is absolutely critical to Dayton's current economic development initiatives, especially those focused on optimizing the development potential of industrial and other key sites throughout the City and its ETJ, particularly rail-served sites at Gulf Inland Logistics Park. The Gulf Inland Logistics Park has immediate access to the Port of Houston via S.H. 146 and the U.S. 90 connection to Houston, provides a direct connection to I-10, I-45, Beltway 8, U.S. 59, and the nation's highway network. Gulf Inland is located on the Baytown Subdivision which connects to the jointly owned Union Pacific Railroad and Burlington Northern Santa Fe (BNSF) railway main line less than one mile away. Both Class I Carriers utilize Gulf Inland's location to originate and terminate unit train service providing tenants faster access to deliver and receive goods by rail. Gulf Inland's location at the north end of the Baytown Subdivision provides direct rail access to the largest concentration of petrochemical companies in North America: ExxonMobil, Chevron Phillips, Bayer Chemical, Lyondell Bassell, and

a long list of Fortune 500 companies located along the Houston Ship Channel and the immediate geographic region.

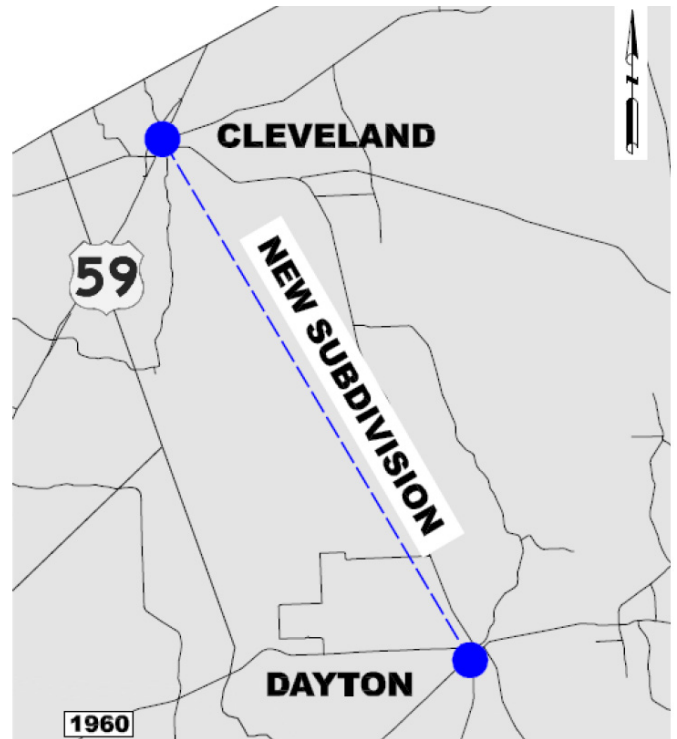
The 2005 Regional Freight Rail Improvement Plan highlighted two important projects for Dayton.

- ▶ The relocation of facilities to Dayton (Projects B and G) at a total cost of \$500,000,000 and \$1,355,000,000, respectively.
- ▶ A proposed new subdivision from Dayton to Cleveland at a total cost of \$197 million. The new Dayton to Cleveland single mainline rail corridor consists of approximately 40 miles of track connecting the UPRR Lufkin Subdivision and the BNSF Conroe Subdivision near Cleveland to the UPRR Baytown Subdivision south of Dayton. A total of 4 grade separations were identified as part of this project, including one at F.M. 1960 and another at U.S. 90 (near S.H. 146).

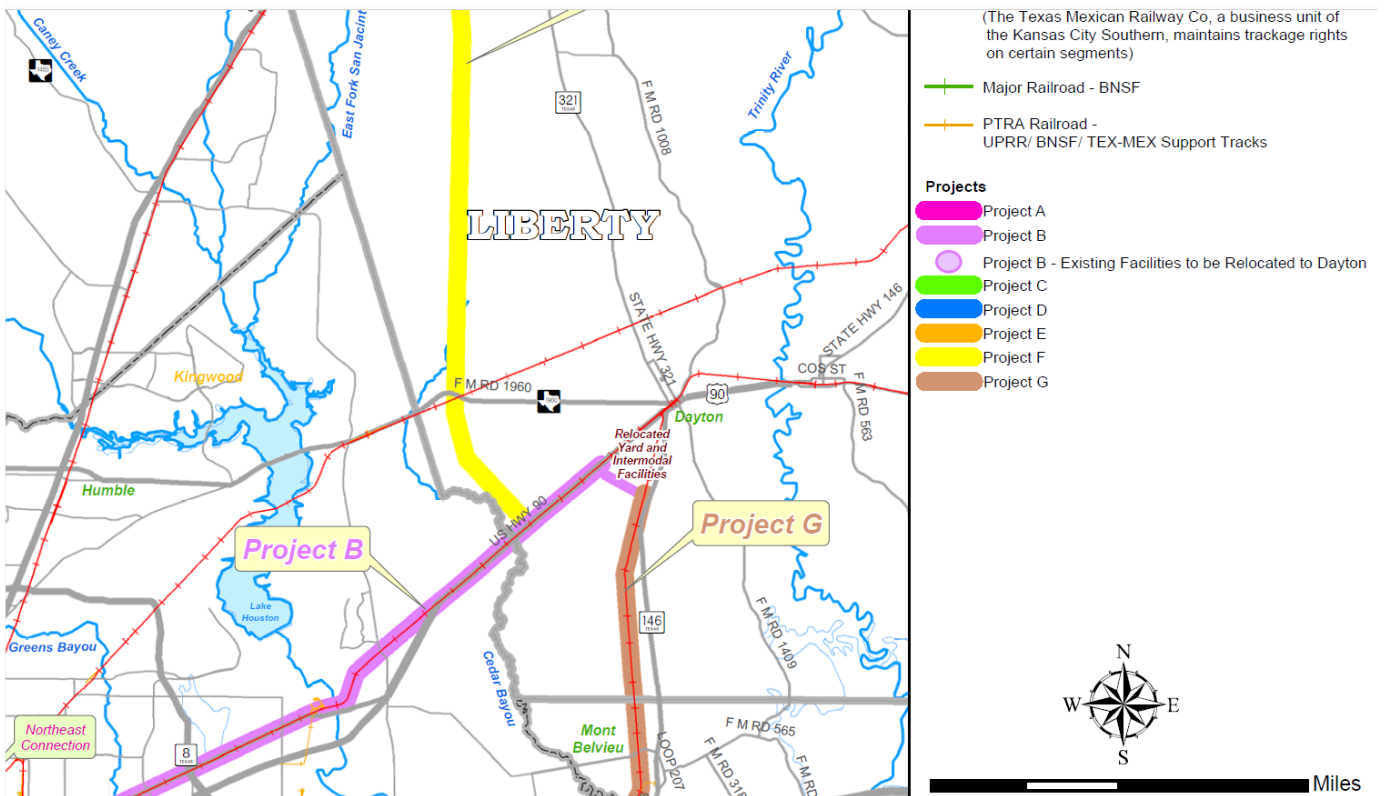
**TYPICAL FUNCTIONAL CLASSIFICATION OF ROADWAYS AND DESIGN STANDARDS**

Streets are categorized by their function, whether to serve a neighborhood or to move traffic from one side of a community to the other in a relatively short amount of time. Other factors in determining functional

classification are the number of driving lanes, speed limits, and the number of property access points along the roadway. As seen in **Map 8, Major Thoroughfare**



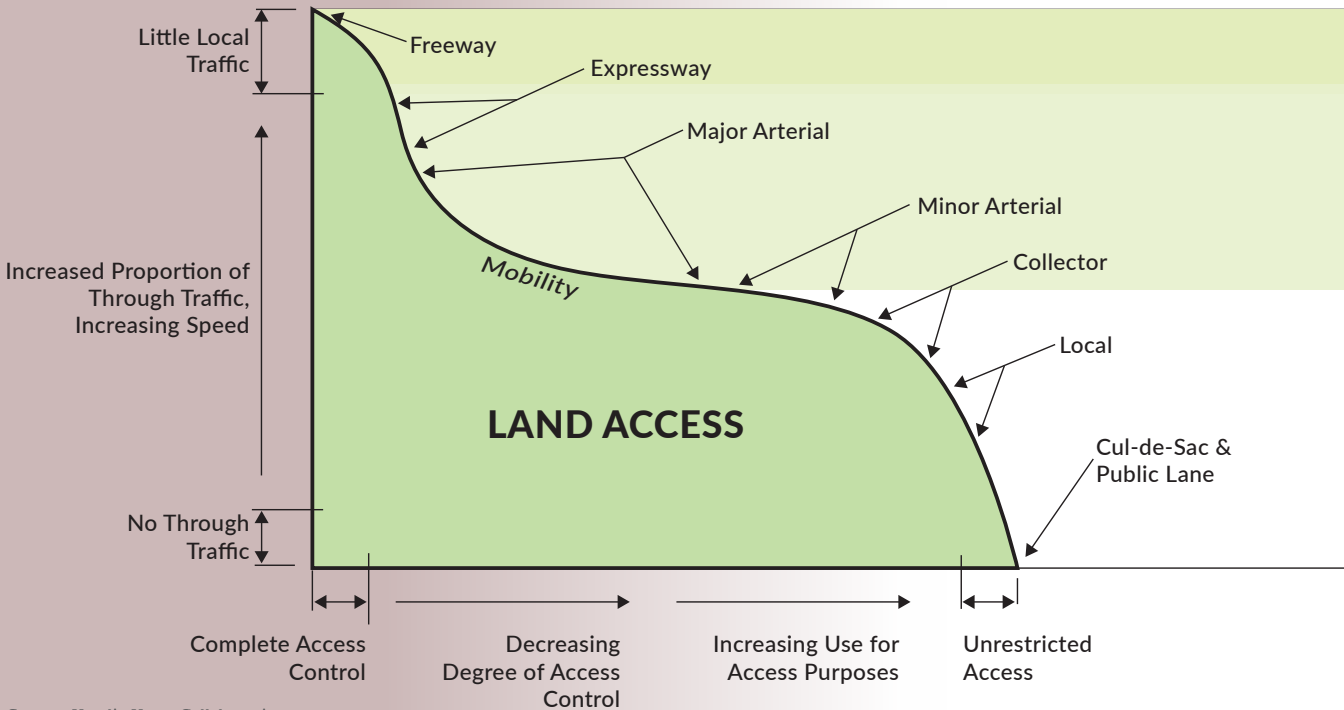
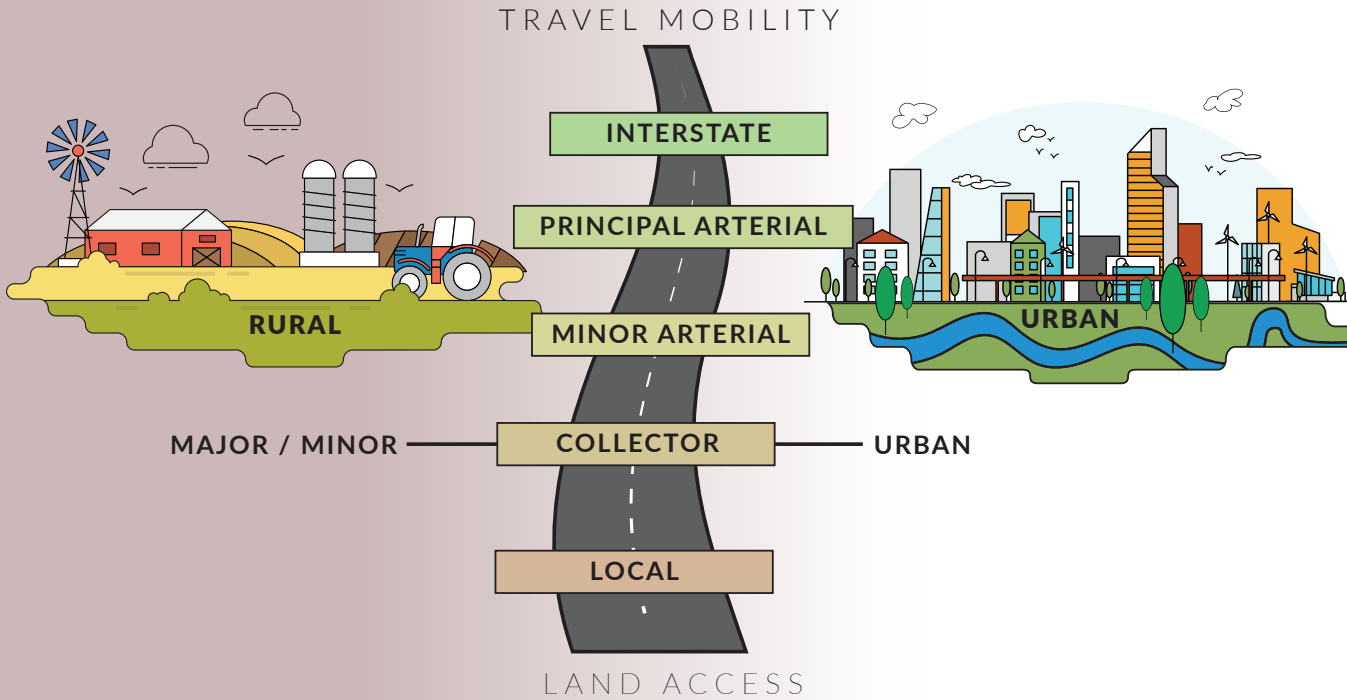
Source: TxDOT



Source: 2005 Regional Freight Rail Improvement Plan



## HOW DO ROADS FUNCTION?



Source: Kendig Keast Collaborative

**Plan Map**, streets within Dayton fall mostly under the local or collector classifications. Major streets throughout Dayton are owned by TxDOT. The table below, **Table 1, Typical Functional Classification and Design Standards**, describes the primary function of each type of street. The City expects to monitor existing and future classifications because the current and expected future traffic counts will be significantly higher.

### STREET CONDITIONS

As detailed by Dayton staff, **Table 2, Major and Collector Street Conditions Inventory**, depicts the general state of the street network in Dayton. During the early public input process in Dayton, streets were prioritized (in terms of creating the greatest level of long-range concerns), evaluated and placed in one of the following conditions:

- ▶ Good: a street does not currently require maintenance.
- ▶ Fair: a street requiring repaving and/or other aesthetic improvements (i.e., pothole repairs).
- ▶ Poor: a street requiring complete reconstruction or pulverizing based on its deterioration.

As depicted in **Table 3, Truck Routes**, most of the major and collector streets in Dayton are also designated truck routes, which creates a maintenance, operations, safety, and interagency collaboration challenge.

The City's Streets and Drainage Department handles several programs to keep about 90.10 lane miles of City streets in good and safe condition for drivers. The repair programs include pothole repair, skin patch repair, asphalt overlay, concrete panel replacement, street sweeping, drainage improvements, mowing, limb

**TABLE 1, TYPICAL FUNCTIONAL CLASSIFICATION AND DESIGN STANDARDS**

Classification	Collector or Major	Primary Function	Layout & Design	Planning Consideration	ROW Width	Paved Width	Speed Limit
Local	N/A	Used to circulate local traffic and to access adjacent property	Designed to be unappealing to through traffic	A cul-de-sac should have no more than 24 residences along the street. 48 residences are allowed for looped streets which are connected to another street.	50-60'	30-33'	25
Collector	Collector	Collect traffic flow from surrounding streets and provide access to nearby property	Located between major throughfare streets at 1/2-mile intervals	Collector routes should not make a local street appealing for through traffic. Collector streets over 1/2 mile in length cannot abut residential driveways.	80'	36-50'	35
Major Thoroughfare	Major	Provide access from one side of Dayton to the other	Straight alignment with few stops	Ideal locations include between subdivisions, along the boundary of a zone change from residential to commercial, manufacturing, or industrial areas, or near Dayton's City limits.	100'	50-60'	35-45
Freeway	Major	Move large traffic flows quickly	Controlled entrance and exit	TxDOT responsibility	100-200'	56-64'	55-70

**TABLE 2, MAJOR AND COLLECTOR STREET CONDITIONS INVENTORY**

Street	From	To	ROW Width (feet)	Pavement Condition	Pavement Width (feet)	Access Management
U.S. 90	City Limits	City Limits	TBD	Fair	TBD	No
S.H. 146	City Limits	City Limits	TBD	Fair	TBD	No
F.M. 1960 (Clayton)	City Limits	City Limits	TBD	Fair	TBD	No
S.H. 321 (Cleveland)	City Limits	City Limits	TBD	Fair	TBD	No
F.M. 1409 (Winfree)	City Limits	City Limits	TBD	Fair	TBD	No

**TABLE 3, TRUCK ROUTES**

Truck Routes	Extent
U.S. 90	Entire extent within the corporate limits.
F.M. 1409	Entire extent within the corporate limits.
F.M. 1008	Entire extent within the corporate limits.
F.M. 1960	Entire extent within the corporate limits.
State Highway 146	Entire extent within the corporate limits.
State Highway 321	Entire extent within the corporate limits.
Waco Street	From U.S. Hwy 90 to F.M. 1960.
Klemp Road	From F.M. 1960 to dead end.

trimming, and weed control. The following are existing program highlights:

- ▶ **Pothole Repairs.** A pothole is generally considered to be a road defect less than 24" in diameter. These repairs are made with asphalt and are normally repaired with a two-person pot hole patch truck. This two-person truck makes the repair using a liquid asphalt emulsion and small stone aggregate. Usually a repair made by the two-person truck is complete within 15 minutes after arrival at the location.
- ▶ **Skin Patches.** Skin patches are asphalt repairs that are larger than pot holes and smaller than a typical overlay project. A three-person asphalt distributor crew or a seven-person roller crew is required to make this type of repair. Typically, these repairs are rectangular and completed in a few hours after arrival.
- ▶ **Asphalt Overlay.** Asphalt overlays resurface streets and normally take several days per street. The City

plans overlay projects by individual streets. Overlay is not designed or intended to solve drainage problems or eliminate water ponding issues. Overlay extends the life of the roadway and addresses only the riding surface. The asphalt crew will move in with an asphalt paving machine and apply a new asphalt surface between 1 ½" to 2" thick. The City expects a minimum life of 5 years for an overlay project and some overlays can last 20 years.

- ▶ **Concrete Repairs.** Concrete panel repairs are an option used on concrete streets and involve completely removing a section of old concrete, then placing new concrete. This is the most expensive repair method and is used only where concrete material is absolutely necessary.
- ▶ **Street Sweeping.** Street sweeping is performed on curbed streets twice a year.



Source: Kendig Keast Collaborative and City of Dayton

Even small concrete repairs can take up to a week to complete. Asphalt can also be used to make a wide variety of repairs on concrete streets with excellent results. Asphalt repairs cost are significantly less than the cost of concrete repairs.

As listed in the 2016-17 5-Year Capital Expenditure and Improvements Plan, prioritized improvements include curb and replacement. Other notable street items on the CIP include annual paving improvements.

The City of Dayton is currently spearheading a more proactive role in attempting to leverage federal dollars by investing to make critical projects “shovel-ready,” particularly in response to known future developments in the City that will strain existing road capacity. The shovel-ready costs could be paid for by issuing additional bonds for the City. Notable projects on this list include:

- ▶ **Waco Street Extension/Reconstruction.** Total project cost is \$5,916,103.50 (with a shovel-ready cost to Dayton of \$450,063.88). The project would include excavation, 8-inch minimum thickness stabilized subgrade, and 7-inch thickness reinforced concrete pavement with a 6-inch curb. The project would also include traffic signal work, traffic control, and striping with seeding around the area. The intent is to alleviate a lot of traffic, but it would also be costly since it would have to be concrete.
- ▶ **Winfree Street Improvements.** Total project cost is \$5,372,810 (with a shovel-ready cost to Dayton of \$384,220). Currently, there is too little ROW to widen the roadway, but the extension would take it from Waring to the end.

The Waco project is considered the highest priority and would be considered first before the proposed Winfree project due to the need and growth coming to the area.

### **KEY OPPORTUNITIES AND CHALLENGES FOR TRANSPORTATION AND MOBILITY**

Input and discussions for this Comprehensive Plan, through informal listening sessions, workshops with City Council and Planning Commission, a community-wide workshop and open house, interaction with the Comprehensive Plan Advisory Committee (CPAC), and background discussions with City staff, yielded the following items related to the Transportation and Mobility focus area of the plan:

- ▶ Improved education on use of rights-of-way.
- ▶ Improved mobility and safety at all rail crossings.
- ▶ Limited funding.



## **WHY IS THERE A STATE HIGHWAY FUND SHORTFALL?**

According to TxDOT, funding for new roads and maintenance comes from a number of sources, including fuel taxes and vehicle registration fees. These revenue streams make up the State Highway Fund., which is the fund that TxDOT uses to pay for existing and new roadways.

However, because the state and federal fuel taxes have not been raised since the early 1990’s, revenue from these sources has remained steady while road construction costs have increased.

Each year, Texas a \$5 billion shortfall for road maintenance and mobility improvements, according to TxDOT.

In 2014 and 2015, Texas voters approved propositions 1 and 7, respectively, measures to transfer taxes paid by oil and gas production companies and general sales tax revenue from the state into the State Highway Fund. It is estimated the measures will transfer at least \$4.2 billion annually to the fund, beginning with fiscal year 2017-18.

To bridge the rest of the gap, TxDOT and state legislators are considering other revenue sources in this upcoming legislative session, such as increasing the fuel tax or partnering with private entities.

- ▶ Better regional coordination with Liberty County and H-GAC.
- ▶ No existing thoroughfare plan.
- ▶ Better utilization, access management, operations and maintenance, and drainage on all principal corridors.
- ▶ Include other transportation modes into mobility planning, such as bicycle and pedestrian.
- ▶ Integrate mobility planning with land use planning.
- ▶ Improved interagency cooperation, especially with TxDOT, Liberty County, and surrounding communities.

## COUNTY PROJECTS WITH POTENTIAL IMPACT FOR DAYTON

- ▶ Signal Improvement Projects
  - ▶ U.S. 90 at F.M. 1409
  - ▶ S.L. 573 at S.H. 321
  - ▶ S.H. 105 at F.M. 1010
- ▶ S.H. 321 Mill and Inlay Project
  - ▶ Limits from F.M. 686 south to F.M. 1960
  - ▶ Scheduled to let June 2017
  - ▶ Estimated cost \$1 Million
- ▶ U.S. 59 (south of Cleveland)
  - ▶ Widen to six lanes from the Montgomery County line to S.L. 573 south of Cleveland
  - ▶ Finalizing schematic and environmental study
  - ▶ Consultant is working on the plan development
- ▶ U.S. 59 (north of Cleveland)
  - ▶ Construct frontage roads from S.L. 573 North of Cleveland into San Jacinto County
  - ▶ Preliminary schematic is being developed



## OTHER INFORMATION SOURCES

### Other relevant documents related to Transportation and Mobility include:

- 2040 Bridging Our Communities Regional Transportation Plan
- 2017-2020 Bridging Our Communities Transportation Improvement Program
- 2016-17 City of Dayton Annual Budget

### Pertinent websites include:

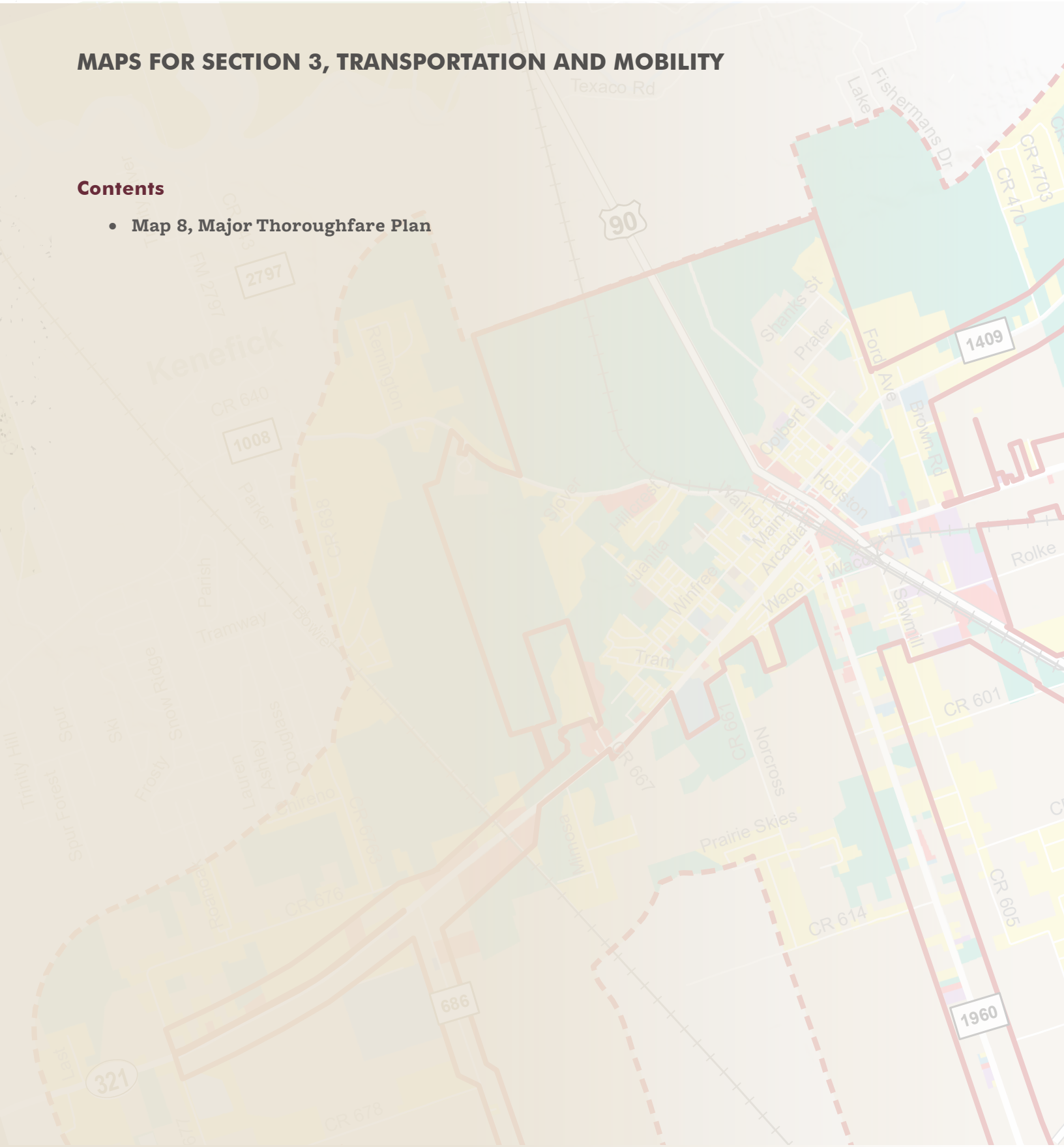
- Texas Department of Transportation (Beaumont District)
- Houston-Galveston Area Council
- Gulf Coast Freight Rail District
- City of Dayton



## MAPS FOR SECTION 3, TRANSPORTATION AND MOBILITY

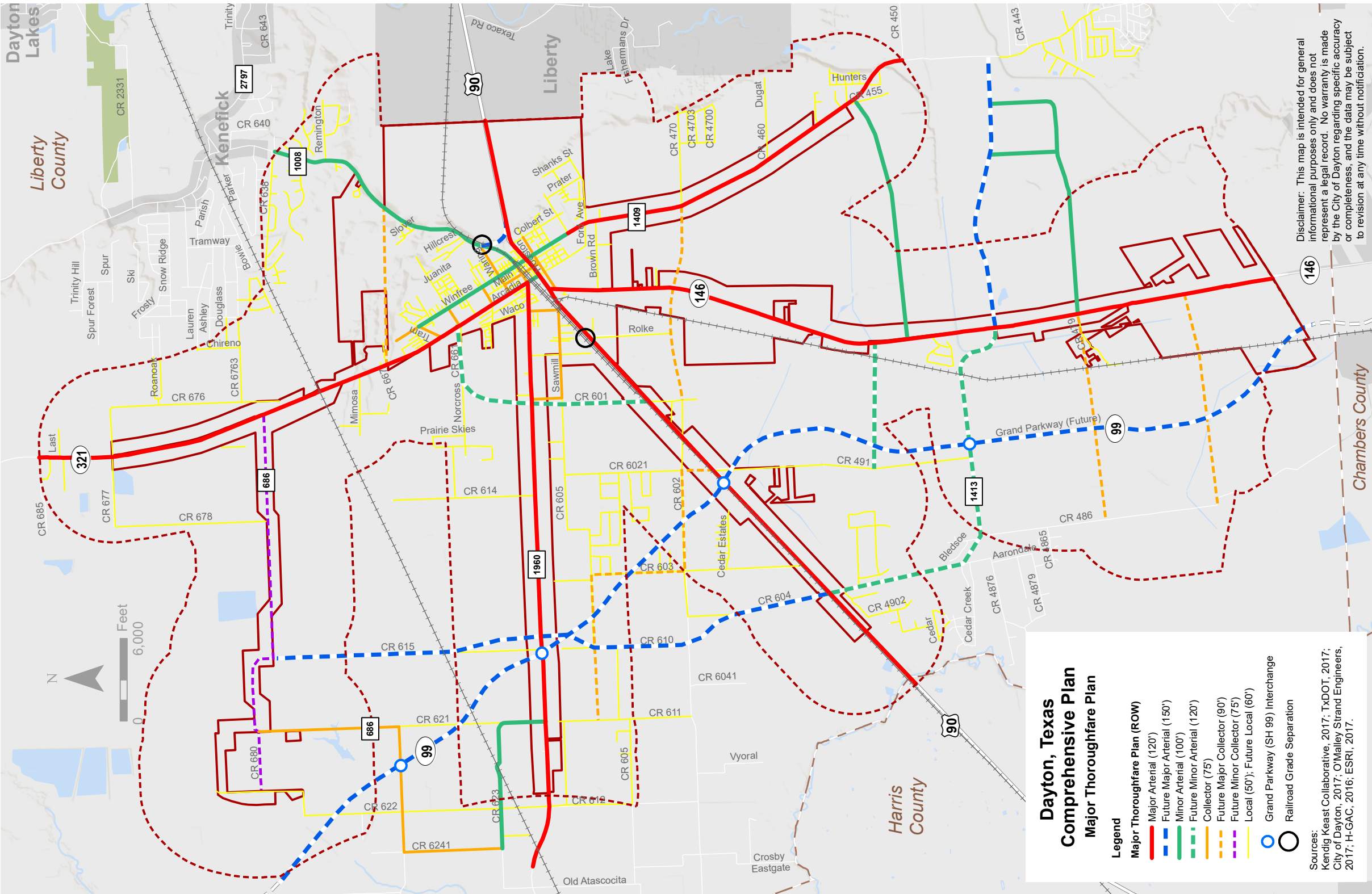
### Contents

- Map 8, Major Thoroughfare Plan



# MAP 8

## MAJOR THOROUGHFARE PLAN



Disclaimer: This map is intended for general informational purposes only and does not represent a legal record. No warranty is made by the City of Dayton regarding specific accuracy or completeness, and the data may be subject to revision at any time without notification.

**Dayton, Texas  
Comprehensive Plan  
Major Thoroughfare Plan**

**Legend**

**Major Thoroughfare Plan (ROW)**

- Major Arterial (120')
- Future Major Arterial (150')
- Minor Arterial (100')
- Future Minor Arterial (120')
- Collector (75')
- Future Major Collector (90')
- Future Minor Collector (75')
- Local (50'); Future Local (60')

○ Grand Parkway (SH 99) Interchange  
○ Railroad Grade Separation

**Sources:**  
 Kendig Keast Collaborative, 2017; TxDOT, 2017;  
 City of Dayton, 2017; O'Malley Strand Engineers,  
 2017; H-GAC, 2016; ESRI, 2017.



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# EXISTING CITY ECONOMIC OPPORTUNITY

After Dayton was incorporated, its economy was largely driven by the rice industry. Today, economic diversification is critical to Dayton's future. Recent indicators lend evidence of a city on the rise. More strategic efforts to maintain and expand the provision of high-quality services, especially in the area of infrastructure is vital to enhance Dayton's competitive position in the greater Houston region.

The construction of the Grand Parkway through Dayton has already proven to be a game-changer, particularly in terms of development speculation. While the consensus expectation is that Dayton's economy will benefit greatly from the construction of the Grand Parkway, the City will need to prepare to capitalize on the development potential of S.H. 99. Dayton's ongoing efforts to attract more industrial and retail activity is also fundamental to optimizing the development potential of all of the principal corridors that provide access to live and work in Dayton.

## REGIONAL CONTEXT

From energy to health care, nanotechnology, aerospace and information technology, the Houston region offers a strong infrastructure to support these growing industries plus a highly trained and skilled workforce. Houston has a distinctly favorable business climate. The region benefits from a skilled workforce, world-class infrastructure and transportation system, and a pro-business environment that aims to stimulate business growth.

For companies seeking a young, diverse, highly skilled workforce, Houston abounds with prospects as one of the youngest major metropolitan areas in the United States. Houston's median age is 34.0 years, while the U.S. median age is 37.7 years. Engineers have a strong presence in Houston, which has been described as having "the world's leading pool of engineering talent." According to the Greater Houston Partnership (GHP), Houston's regional economic development organization, Houston employs more than 91,800 engineering and

## MAJOR COMMUNITY ACCOMPLISHMENTS IN RECENT YEARS

Dayton leaders and residents mentioned these items relevant to economic opportunity:

- Creation of a Development Corporation
- 2013 Demographic Study
- Development of Gulf Inland Logistics Park
- New Community Center and Library
- Planned Police and Fire Station
- Dayton Independent School District Academic Performance and new campuses





Source: Google

architecture professionals, many of whom are involved in the energy industry.

Additionally, Houston has created a workforce development pipeline with a strategic focus on K-16 education; especially in the areas of science, technology, engineering and math, to sustain its position as the world's energy hub. Proactive collaborative research development programs have been established with the area's more than 60 colleges, universities and other degree-granting institutions. The Houston MSA has a gross domestic product of \$525.4 billion, making it the fourth largest in the nation. The Port of Houston is ranked first in the U.S. in foreign tonnage and is the largest Gulf Coast container port.

Of particular relevance to Dayton, is the fact that the Houston region is one of the most important industrial bases in the world and was recently ranked No. 1 among the top U.S. manufacturing cities. Houston is also home to the largest medical complex in the world - the Texas Medical Center - and provides clinical health care, research and education at its 54 institutions at TMC. NASA's Johnson Space Center is an aerospace hub and transfer site for NASA-developed technology. As the Energy Capital of the Future, Houston is growing its presence in both traditional and renewable forms of energy technology.

The areas below represent the Houston region's target industries or clusters.

- ▶ **Advanced Manufacturing and Technology.** Houston is home to 6,063 manufacturers who employ almost a quarter of a million skilled workers. Houston has one of the largest concentrations of industrial space in the nation and the area has room to meet future demand. The region also is home to more than 400 software development companies tapping into a large customer base in areas of energy, space science, biotechnology and leading technology research and development operations. Business accelerators such as the Houston Technology Center work to facilitate technology entrepreneurship in the area.
- ▶ **Aerospace and Aviation.** Houston is home to Johnson Space Center, a \$1.5 billion complex housing one of NASA's largest R&D facilities and a source of the nation's best high-tech professionals in science and engineering. Houston's aviation community includes more than 150 companies involved in aircraft or space vehicle manufacturing, space research and technology. Nasa has developed technologies for space exploration that also have applications in other industries, such as in energy.
- ▶ **Life Sciences and Biotechnology.** Houston has more than 190 life sciences and biotechnology companies as well as academic partnerships; more than 130 cutting edge hospitals and health clinics, and some of the country's top research facilities. In addition, the 2014 Issue of Business Facilities ranks Texas as the fourth strongest state in biotechnology growth due to

strong technology infrastructure, research facilities, commercial company presence and financing. Houston is the birthplace of nanotechnology and ranks as one of the top ten metro areas handling significant research and commercialization.

- ▶ **Distribution and Logistics.** Houston is a gateway for trade to Mexico, Canada and the enormous expanding markets of Latin America. The region also is a transportation hub to the U.S. heartland due to its equidistant location between the U.S. East and West coasts. Houston's geographic advantages and proximity to major population centers throughout the U.S. Midwest makes it an ideal venue to set up manufacturing and logistics facilities with fewer supply chain costs. Since 1986, the number of businesses in Houston engaging in international trade has grown from 1,963 to more than 3,250.
- ▶ **Energy.** Houston is the U.S. energy headquarters and a world center for virtually every segment of the oil and gas industry including exploration, production, transmission, marketing, supply and technology. While Houston is recognized for its petrochemical industry technology and advancements, non-hydrocarbon based fuels is a growing sector in large part due to the critical mass of energy talent produced by decades of research and innovation. Houston employs 89,620 engineering and architecture professionals many of which are involved in the energy industry.
- ▶ **Headquarters.** Of the 25 largest private employers in the Houston region, 13 are headquartered in the Houston metro, including: Memorial Hermann Healthcare System, The University of Texas MD Anderson Cancer Center, Schlumberger, Shell Oil Company, The Methodist Hospital System, National Oilwell Varco, BP America, UTMB Health, Baylor College of Medicine, Pappas Restaurants, Baker Hughes Incorporated, Saint Luke's Episcopal Health System, and Texas Children's Hospital. Additionally, Houston ranks third among areas in Fortune 500 headquarters. Twenty-six Fortune 500 companies base their operations in the MSA.

## LOCAL CONTEXT

### LIBERTY COUNTY

Liberty County is located in East Central Texas and is one of 13 counties in the Gulf Coast Region. Liberty County's 2010 population was 75,643. The total number of



## WHAT ARE TARGET INDUSTRIES OR CLUSTERS?

A target industry or cluster is a group of businesses linked by core products or services. These businesses may have common supply chains, labor needs, technologies and markets. This creates a strong economic interdependence. Ultimately, target industry or cluster development facilitates the entire economic development process from business retention and expansion to recruitment and attraction. The target industries or clusters are based on research, existing initiatives, industry strength, and future growth potential.

What is the Purpose of Identifying Targeted Industry Clusters? By identifying targeted industries using a common definition, a framework is created allowing multiple agencies, organizations, and policy makers to work together using unified concepts. With a consistent cluster definition, information can be provided on regional employment concentrations, staffing patterns, employers, and leading firms. Issues can then be addressed in a coordinated fashion for strengthening target industries with regards to skills, education, recruitment, and incentives.

businesses is approximately 1,046, with an employment of approximately 58,850 and a per capita income of \$20,114. Liberty is the county seat. Other towns include Cleveland and Dayton. The Manufacturing, Trade, Service, and Local Government Sectors fuel county employment.

Current County economic development efforts aim primarily at greater cooperation between the Dayton Community Development Corporation, Cleveland Economic Development Corporation and the Liberty Community Development Corporation. Additionally, there is a more concerted effort by the County administration to focus on economic development. A key County goal is to create greater revenue streams for all

## HOUSTON'S GEOGRAPHIC COMPETITIVE ADVANTAGES ARE ALSO DAYTON'S

According to the Greater Houston Partnership, the characteristics listed below are attributable to Houston's geographic competitive advantages. Not coincidentally, these are also Dayton's.

- Central Time Zone: one hour behind East Coast, two hours ahead of West Coast, allowing for optimal communications with entire country.
- Equidistant from East and West Coasts.
- Convenient to the Port of Houston, which offers worldwide access (9 miles from downtown Houston) as well as three other seaports in the region.
- Convenient to two major passenger/air cargo airports (Bush and Hobby).
- Ellington Airport, part of the Houston Airport System, signed a letter of intent in



Source: Texas Wide Open for Business Magazine

2014 with Sierra Nevada Corporation to explore potential spaceport applications.

- Mild Climate: only 17 days per year with temperatures of 32 degrees or less, allowing for year-round outdoor activities.

of its communities through a targeted focus on industrial development. The underlying theme is to avoid losing its identity as an agricultural community, particularly in the face of inevitable growth and development that will occur in the County over the next 20-25 years.

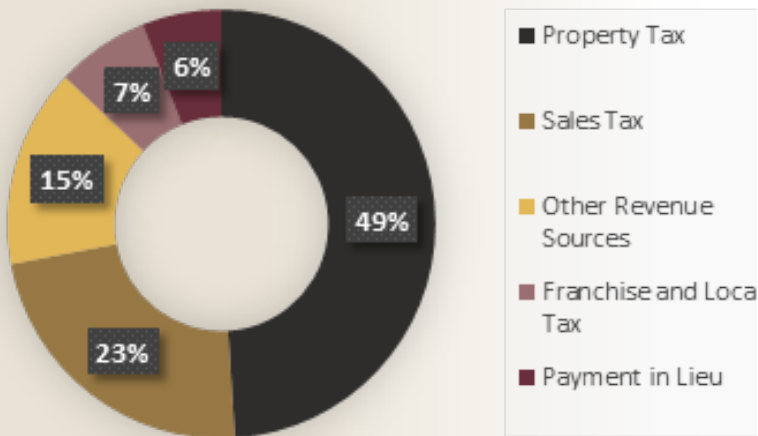


Source: Google

## DAYTON'S ECONOMIC INDICATORS

Several recent studies and relevant data sources highlight key indicators that play a significant role in Dayton's existing economic competitiveness. Among the highlights from recent studies and data sources, especially the 2016-17 Annual Budget, the 2013 Demographic Study, and the U.S. Census Bureau (outlined at greater length later in the Community Profile), include:

- ▶ **Revenues** – As shown on **Figure 1, Dayton Revenue Composition**, for the fiscal year 2016-17, City of Dayton revenues were primarily composed of property and sales taxes, 49 percent and 23 percent, respectively. In the 2016-17 budget, and as depicted in **Figure 2, Net Taxable Value versus Property Tax Rate**, the property tax in Dayton on assessed property was .6800 per hundred, which is also equal to the previous FY property tax rate. Sales tax is the second largest revenue source in the General Fund, making up 23% of the City's General Fund budgeted revenue. Of the 8.25% tax charged inside the city

**FIGURE 1, DAYTON REVENUE COMPOSITION**

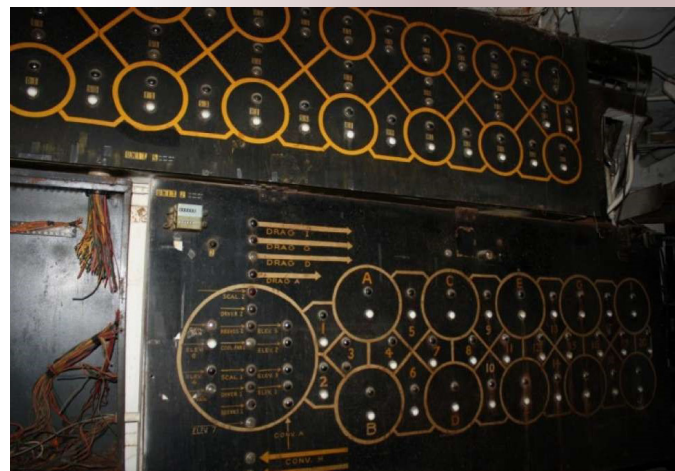
Source: KKC and City of Dayton

limits, the City receives 1% while the DCDC receives 0.5%. With the current volatility in oil prices and its direct impact on one or more local industries which pay sales tax, the City is conservatively budgeting sales tax at 13% below FY15-16 budget numbers which is only 4% above current year projected actuals. As depicted in **Figure 3, Dayton Historical Sales Tax Collection versus Population**, while oil prices are continuing to rise slowly, the City will remain under 1.5M in sales tax revenue predictions until oil prices stabilize above \$65 per barrel.

- ▶ **Median Household Income** - According to the American Community Survey (ACS) 2015 Estimate, the median household income in Dayton is approximately \$50,277, which is slightly above Liberty County at \$48,729, but slightly below the state level at \$53,207.
- ▶ **Largest Employers** The three prisons in Dayton and the D.I.S.D. are two of its largest employers. Naturally, there is a well-represented industrial presence on the list.
  - ▶ Three Prisons in Dayton
  - ▶ Dayton Independent School District (D.I.S.D.)
  - ▶ Global Tubing
  - ▶ Dayton Lease and Pipeline Services
  - ▶ Insteel Wire Products
  - ▶ Amico-Klemp
  - ▶ Huntsman Corporation
  - ▶ Sam's Distribution Center
  - ▶ Fabrication and Construction Services
  - ▶ Harris Rebar, LLC
  - ▶ Campbell Concrete & Materials
  - ▶ McCoys Building Supply

## THE AMERICAN RICE GROWERS LEGACY

The original rice dryer structure, located on approximately 2 acres at the intersection of S.H. 321 and W. Clayton, was built in 1949 and several other concrete structures were later added. The facility hasn't been used since 2004. The property was sold by the American Rice Growers in 2010. Efforts to demolish the remains of the property for commercial development began in 2011, but were not completed. A 1979 grain embargo with Russia during the Nixon administration overwhelmed rice production and the local business never fully recovered. That, along with other changes in the economy, left much of this area's land out of productive use, but the availability of land now presents an opportunity for strategic growth and development. In 2011, it was reported by the DCDC that the cost of demolition would be an estimated total cost of \$465,500.



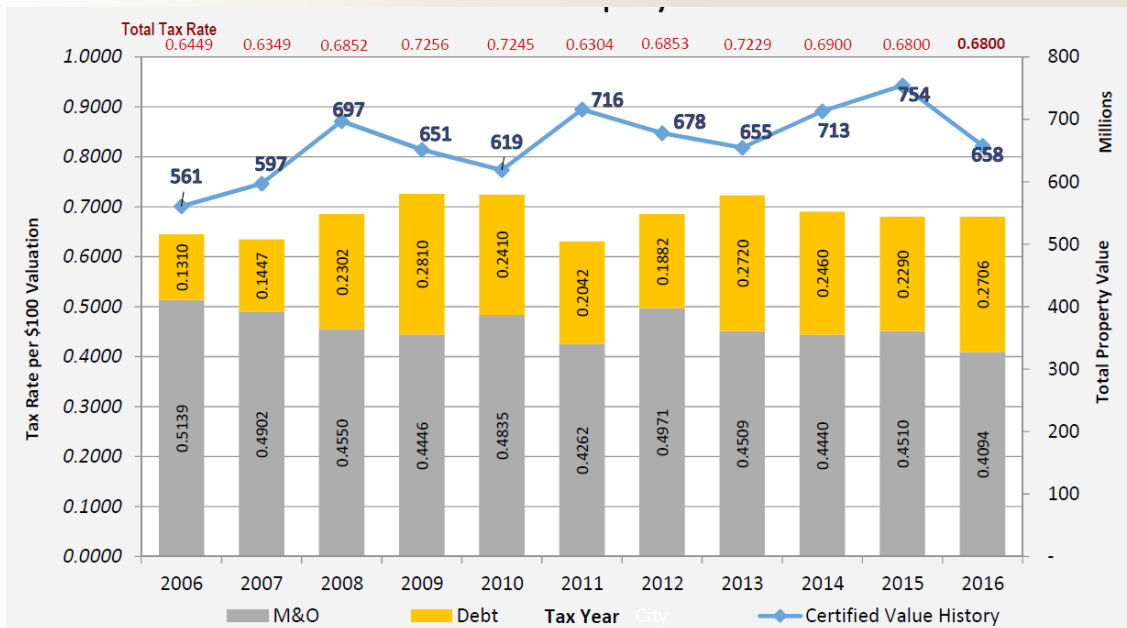
A view from inside the rice dryer in downtown Dayton.

Source: Houston Chronicle

- ▶ **Education** - During the initial public engagement phase of the Comprehensive Plan, staff, elected officials, and others mentioned that the Dayton Independent School District plays a critical role in the existing physical development outcomes in the community. Additionally, it was noted that D.I.S.D. creates a favorable environment for those

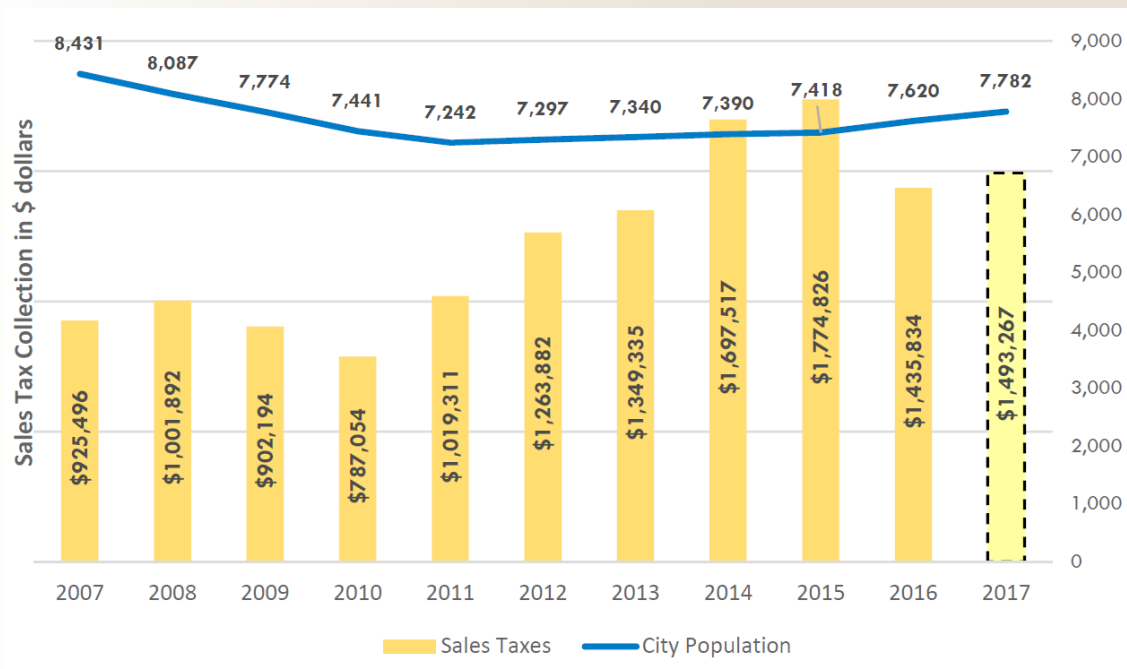


**FIGURE 2, NET TAXABLE VALUE VERSUS PROPERTY TAX RATE**



Source: City of Dayton

**FIGURE 3, HISTORICAL SALES TAX COLLECTION VS. POPULATION**



Source: City of Dayton

looking to live and work in Dayton. In a recent 2015 Demographic Report, the following specific highlights were mentioned:

- ▶ Between 2010 and 2015, the D.I.S.D. experienced a 6% student population growth.

- ▶ By 2025, the total student population is expected to grow to 6,792 from 4,927 in 2010.
- ▶ Dayton High School is projected to reach 1,500 students in 2016.

- ▶ **Capacity** – The DCDC and the Dayton Chamber of Commerce are the primary agencies responsible for economic development. DCDC and Chamber staff and leadership have solidified a high number of existing partnerships with regional economic development agencies and leadership, as well as prospective partners. The creation of a new program aimed at increasing local entrepreneurship is a more recent example. The “New Venture Development Series” program is a 6-week training program put together by Lee College, the DCDC and the Chamber. The program is aimed at existing, expanding, or new businesses needing assistance with business model refinement.
- ▶ **Target Industries** – The DCDC currently works to retain, expand, recruit and attract the following target industries to Dayton:
  - ▶ Machinery/Specialty machining;
  - ▶ Machine shops serving the oil and gas industry;
  - ▶ Construction and mining machinery;
  - ▶ Logistic/Distribution;
  - ▶ Multi-modal terminal facilities and operations;
  - ▶ Specialized trucking;
  - ▶ Food distribution; and
  - ▶ Pharmaceuticals/medical supplies distribution.
- ▶ **Incentives** – The DCDC currently can use its funds to assist a firm’s relocation or expansion with infrastructure and site development costs. The list below summarizes some of the incentive programs available for use by the DCDC.
  - ▶ Tax Abatements and Exemptions
    - ▶ Freeport Exemptions
    - ▶ Manufacturing Sales Tax Exemption
    - ▶ Property Tax Abatement
    - ▶ Sales Tax Exemption on Utilities
  - ▶ Additional Incentives
    - ▶ 380 and 381 Program
    - ▶ Grants and Loans
    - ▶ Pollution Control Equipment Incentive
    - ▶ Value Limitation and Tax Credit
    - ▶ Texas Enterprise Zone
  - ▶ Energy-based Incentives
    - ▶ Energy Incentive (through Entergy)
    - ▶ Renewable Energy Incentives (State Energy Conservation Office)
    - ▶ Solar Energy Device Exemption (State)
    - ▶ LoanSTAR (State)
  - ▶ Foreign Trade Zone No. 171
  - ▶ Funds
    - ▶ DCDC’s Sales Tax Funds (criteria-based)
      - » Amount of new taxes generated by the project
      - » Average wage and the gross annual payroll generated
      - » Capital investment
      - » Number of jobs created
      - » Sales tax revenue generated
    - ▶ Skills Development Fund
    - ▶ Texas Capital Fund
    - ▶ Texas Enterprise Fund (TEF)

**Table 1, Economic Indicator Comparison of Largest Incorporated Communities in Liberty County,** summarizes how Dayton compares in various statistical data to incorporated areas in Liberty County.

**TABLE 1, ECONOMIC INDICATOR COMPARISON OF LARGEST INCORPORATED COMMUNITIES IN LIBERTY COUNTY**

	Population Estimate (2015)	Median Household Income (2015)	Educational Attainment (2015 % HS Graduate or Higher)	Median Housing Value (2015)	Total Households (2015)	No. of Firms (2012)	Property Tax Rate/\$100 (2016)	Total Retail Sales Per Capita (2012)
Dayton	7,413	\$50,277	83.80%	\$114,200	2,837	1,242	0.0068	\$15,068
Cleveland	7,728	\$29,868	71.60%	\$67,300	2,472	1,260	0.0077	\$50,795
Mont Belvieu	4,585	\$105,125	92.50%	\$236,100	1,457	338	0.0043	\$5,634
Liberty	2,177	\$59,919	73.80%	\$101,700	3,111	1,009	0.0061	\$22,416
Liberty County	77,486	\$48,729	76.20%	\$87,900	25,319	5,143	0.005788	\$10,404

## KEY OPPORTUNITIES AND CHALLENGES FOR ECONOMIC OPPORTUNITY

Input and discussions for this Comprehensive Plan, through informal listening sessions, workshops with City Council and Planning Commission, a community-wide workshop and open house, interaction with the Comprehensive Plan Advisory Committee (CPAC), and background discussions with Dayton staff, yielded the following items related to the Economic Opportunity focus area of the plan:

- ▶ Enhance Dayton’s competitive position in the region.
- ▶ Optimize the development potential of Gulf Inland Logistics Park.
- ▶ Continue investments in community assets, such as the proposed Police and Fire station.
- ▶ Retention and expansion of local businesses.
- ▶ Strong industrial foundation.
- ▶ Tailored workforce development based on target industries.
- ▶ Provide locally-based services, such as preventive healthcare and more retail opportunities.
- ▶ Market Dayton’s historical roots and assets; tie to tourism effort.
- ▶ Leverage regional public and private partnerships, particularly in efforts to improve educational attainment.
- ▶ Large tracts of undeveloped land.
- ▶ Strengthen retail tax base.
- ▶ Expand economic development tools.
- ▶ Inventory and market available turnkey sites, particularly those that are rail-served.
- ▶ Downtown revitalization and redevelopment of the Rice Dryer site.



## RECENT DCDC WINS

### Sumiden Wire Products Corporation Invests in a New PC Strand Manufacturing Plant



## Sumiden Wire

Sumiden Wire Products Corporation, a group company of Sumitomo Electric Industries (TYO: 5802), will build a new pre-stressed concrete strand (PC strand) manufacturing facility in Dayton. The 110,000 square foot facility will bring a capital investment of over \$15 million dollars and provide 25-30 new jobs for the area. The facility is planned to start production in the first half of 2017 with a designed capacity of over 60,000 tons per year.

The new plant in Dayton will be strategically located close to key raw material suppliers and the robust Texas construction market. By installing new world class production equipment with an optimized plant layout and location, Sumiden Wire will be able to more

effectively meet customers’ needs for high-quality and globally-competitive PC strand products throughout the Texas and Gulf Coast region. Once the new Texas facility is up and running in 2017, Sumiden Wire will have a total of three PC strand manufacturing locations: Stockton, California; Dickson, Tennessee, and the new Dayton, Texas location.

The successful attraction of Sumiden Wire to a greenfield location, is attributable to a partnership with the City of Dayton, the Dayton Community Development Corporation, the Greater Houston Partnership and the State of Texas.



## OTHER INFORMATION SOURCES

### Other relevant documents related to Economic Opportunity include:

- 2016-17 City of Dayton Annual Budget
- 2015 Dayton Independent School District Demographic Report
- 2013 City of Dayton Demographic Analysis Report

### Pertinent websites include:

- City of Dayton
- Dayton Community Development Corporation
- Houston-Galveston Area Council
- Greater Houston Partnership
- Port of Houston
- Gulf Coast Freight Rail District
- Manufacturers' News Inc.

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