

PLAN IMPLEMENTATION

Adopted March 27, 2023

With this fresh Comprehensive Plan, the City of Katy and its numerous partner agencies and organizations will have an essential new document that should be frequently referred to for guidance in community decision-making. The plan should be a “living document” that is responsive to ongoing change. Its key planning considerations, goals and action strategies must be revisited periodically to

Plan Sections

- Growth Capacity
- Land Use and Development
- Transportation
- Economic Development
- Recreation and Amenities
- **Plan Implementation**

ensure that the plan is providing clear and reliable direction on a range of matters including land development issues and public investments in infrastructure and services.

Implementation goes well beyond just 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 and action guide.

Why this Comprehensive Plan Section is Important for Katy

- Emphasizes the importance of not only creating a plan but translating it into real action and tangible, beneficial results.
- Adds a shorter-term strategic perspective to what is otherwise intended as a guide to Katy'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 for ongoing community engagement as the plan is implemented.

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 who will emerge over the horizon of this plan – must maintain their commitment to the ongoing implementation and updating of the plan’s goals and action strategies.

Leadership Alignment

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

Consequently, City management should arrange to convene those listed above immediately after plan adoption, to include:

- A discussion of the respective roles and responsibilities of the City Council, the City Planning and Zoning Commission (and other City advisory bodies), and City departments and staff;
- A thorough overview of the entire Comprehensive Plan, with emphasis on the parts of the plan that relate to each group;
- Implementation tasking and priority setting, which should help solidify a near-term action agenda;
- Potential 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 Planner, the City Attorney, and other key staff.

Definition of Roles

City Council

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

- Adopting and amending the plan, when necessary and appropriate, after recommendation by the City Planning and Zoning Commission (and input from other boards/commissions depending on the topic).
- 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 necessary funding commitments.
- Adopting new or amended land development regulations to implement the plan.
- Approving intergovernmental and public/private agreements that implement the plan.
- Approving projects and activities and their associated funding during the City's annual budget process, consistent with this plan and its goals and action priorities.
- Providing policy direction to the City Planning and Zoning Commission, other appointed City boards and commissions, and City management and staff.

City Planning and Zoning Commission (CPZ)

The CPZ should take the lead in the following general areas:

- Ensuring that recommendations forwarded to the City Council are reflective of plan goals and action priorities.
- 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 should take the lead in the following general areas:

- Managing day-to-day implementation of the plan, including ongoing coordination through an interdepartmental plan implementation committee with representatives of all key City functions.
- Supporting and carrying out capital improvement planning efforts.
- Managing the drafting of new or amended land development regulations.
- Conducting studies and developing additional special-purpose and/or special area plans.
- Reviewing land development applications for consistency with the plan.
- Negotiating the specifics of intergovernmental and other agreements.
- Administering collaborative programs and ensuring open channels of communication with various private, public and non-profit 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 goals in this Comprehensive Plan will ultimately be attained through a multitude of specific actions itemized in each plan section. The initiatives highlighted in this Plan Implementation section cut across – and are supported by – multiple elements within the plan. Compiled in the **Action Agenda table** below is a set of **19 key action items** derived from the plan sections. The table does not include every recommendation found throughout this plan, a number of which aim to reinforce or expand upon existing beneficial activities by the City and its partners. Instead, it details a shorter “to do” list of initial strategic priorities, their potential timing, and who is responsible for initiating, administering and participating in the implementation process.

The table indicates a target timeframe for pursuing each action item, either immediately in **Years 1-2** after plan adoption (2 items), in the near term during **Years 1-5** (9 items) or later in **Years 1-10** (3 items) – along with 5 items classified as **Ongoing** that will likely always be "front burner" items for the City over the next 10-20 years. Most capital projects will also require, to varying degrees, additional feasibility analysis, construction documentation, specifications and detailed cost estimates.

The Action Agenda table 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 Plan (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 annually by City officials and staff 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 funds, 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 a lead entity or individual to carry the initiative forward, or by the community’s readiness to take on a complex or potentially controversial new program.

Progress on the immediate and near-term items should be the focus of the first annual review and report one 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 – and all other action strategies within the plan sections – should be revisited annually to decide if any additional items are ready to move into a sooner action timeframe.



Katy Action Agenda

ACTION	Where in Plan	Action Type	Action Leaders and Key Partners
Years 1-2			
<p>A Complete a thorough review of all aspects of the City’s current zoning and other land development regulations to identify potential regulatory and/or standards updates that will advance priorities of this new Comprehensive Plan. Related actions include:</p> <ul style="list-style-type: none"> ▪ Growth Capacity actions 17-19. ▪ Land Use and Development actions 3-6 and 13-14. 	<p>Land Use and Development ---- Goal 1 ---- Action 2</p>	<p>Regulations and Standards</p>	<ul style="list-style-type: none"> ▪ Planning ▪ City Attorney ▪ Public Works ▪ City Engineer
<p>B Provide input to and coordinate with TxDOT on its current Brookshire-Katy Mobility Study, along with ongoing dialogue to ensure that TxDOT-maintained roadways and area projects reflect Katy’s needs and design preferences.</p>	<p>Transportation ---- Goal 4 ---- Action 22</p>	<p>Partnerships and Coordination</p>	<ul style="list-style-type: none"> ▪ City Administrator ▪ Public Works ▪ City Engineer ▪ Planning
Years 1-5			
<p>C Continue planning for a next fire station, likely in western Katy in the vicinity of the Pederson Road interchange along I-10, given the pace of residential and commercial growth and response-time considerations (designed to house a pumper apparatus vehicle and a medic unit, and requiring 12 personnel).</p>	<p>Growth Capacity ---- Goal 1 ---- Action 2</p>	<p>Capital Investments</p>	<ul style="list-style-type: none"> ▪ City Administrator ▪ Fire
<p>D Identify lead persons and points of coordination across City departments, along with targeted staff training, to advance green practices and enhanced resiliency within City government, including building on the City’s existing Continuity of Operations Plan. This can also include modified operations and maintenance practices that reduce water and energy use, storm water runoff and the need for detention, and wastewater and solid waste generation.</p>	<p>Growth Capacity ---- Goal 2 ---- Action 16</p>	<p>Programs and Initiatives</p>	<ul style="list-style-type: none"> ▪ City Administrator and department directors ▪ Fire ▪ Police

ACTION	Where in Plan	Action Type	Action Leaders and Key Partners
<p>E Prepare and adopt a Water/Wastewater Master Plan, based on comprehensive analysis of all components of the City’s existing systems and anticipated future needs indicated by growth and build-out projections.</p>	<p>Growth Capacity ---- Goal 2 ---- Action 21</p>	<p>More Targeted Planning/Study</p>	<ul style="list-style-type: none"> ▪ Public Works ▪ City Engineer ▪ Planning
<p>F Prepare and adopt a Drainage Master Plan, based on comprehensive analysis of area watersheds beyond the existing city limits and an assessment of all existing stormwater infrastructure. Along with identifying flooding issues and risk across the area, the plan should provide goals and strategies for mitigating adverse outcomes in identified areas of concern.</p>	<p>Growth Capacity ---- Goal 2 ---- Action 22</p>	<p>More Targeted Planning/Study</p>	<ul style="list-style-type: none"> ▪ Public Works ▪ City Engineer ▪ Planning
<p>G Complete street and sidewalk improvements between Downtown and the rice dryer redevelopment area to enhance walkability and safe pedestrian/bicycle circulation between these key destinations.</p>	<p>Land Use and Development ---- Goal 1 ---- Action 9</p>	<p>Capital Investments</p>	<ul style="list-style-type: none"> ▪ Public Works ▪ City Engineer
<p>H Use the Connectivity Possibilities map within the City’s adopted Parks, Trails and Recreation Master Plan to prioritize and plan for on- and off-street improvements (e.g., on-street bike lanes, shared-use paths, trails, etc.) that will expand the range of options for traveling safely within Katy, including by walking and bicycling, with a focus on linking neighborhoods to downtown, schools, parks and public facilities via sidewalks or trails.</p>	<p>Transportation ---- Goal 2 ---- Action 4</p>	<p>Capital Investments</p>	<ul style="list-style-type: none"> ▪ Parks and Recreation ▪ Public Works ▪ City Engineer

ACTION	Where in Plan	Action Type	Action Leaders and Key Partners
<p>I As part of building an overall asset management approach to Katy’s public infrastructure, complete a comprehensive assessment of City-owned street rights-of-way to provide the framework for a more strategic and pro-active approach to ongoing street maintenance and rehabilitation. Such efforts serve to reaffirm that it is in a municipality’s best interest to invest further in existing infrastructure before it reaches a poor condition. A more strategic, life-cycle approach to infrastructure maintenance will also enable the City to reap the benefits from lengthening the useful life of physical assets and reducing their total cost to the City over time. A related action is Transportation action 8.</p>	<p>Transportation ---- Goal 3 ---- Action 14</p>	<p>More Targeted Planning/Study</p>	<ul style="list-style-type: none"> ▪ Public Works ▪ City Engineer
<p>J In coordination with TxDOT, prepare for robust community outreach and public information efforts during the upcoming construction phases for the I-10 and U.S. 90 improvement projects.</p>	<p>Transportation ---- Goal 4 ---- Action 18</p>	<p>Programs and Initiatives</p>	<ul style="list-style-type: none"> ▪ City Administrator ▪ Public Works ▪ Police ▪ TxDOT
<p>K Building on Katy’s success in being recognized through the Governor’s Community Achievement Award program for community beautification efforts – and receiving associated grant funding as a result – also pursue Scenic City certification based on recent planning and public investments the City has made. Administered by Scenic Texas, the Scenic City Certification Program recognizes Texas municipalities that have implemented scenic standards for public roadways and public spaces.</p>	<p>Recreation and Amenities ---- Goal 1 ---- Action 6</p>	<p>Programs and Initiatives</p>	<ul style="list-style-type: none"> ▪ Tourism and Marketing ▪ Keep Katy Beautiful ▪ Parks and Recreation

ACTION	Where in Plan	Action Type	Action Leaders and Key Partners
Years 1-10			
<p>L Build an asset management planning and life-cycle strategy for tracking the condition and anticipating the timing of needed maintenance, rehabilitation or ultimately replacement of all components of City-owned infrastructure and other public facilities.</p>	<p>Growth Capacity ---- Goal 2 ---- Action 11</p>	<p>Programs and Initiatives</p>	<ul style="list-style-type: none"> ▪ Public Works ▪ City Engineer ▪ City Administrator ▪ Finance ▪ City departments with specific buildings, facilities
<p>M Follow the completion of this overarching Comprehensive Plan with targeted special area planning efforts, particularly for key corridors (e.g., U.S. 90 after planned TxDOT improvements, FM 1463, the Katy portion of Morton Road, and corridors at city edges such as Katy Fort Bend Road north of I-10, Avenue D/Katy Hockley Road, Katy Hockley Cut Off Road, Clay Road and Katy Flewellen Road) and other areas crucial to Katy’s ongoing economic development and tax base. Related actions include:</p> <ul style="list-style-type: none"> ▪ Land Use and Development action 8 (Main Street area). ▪ Economic Development actions 7 (rice dryer area and 5th Street corridor), 11 (H-GAC Livable Center study) and 12 (market-based corridor studies). 	<p>Land Use and Development ---- Goal 1 ---- Action 7</p>	<p>More Targeted Planning/Study</p>	<ul style="list-style-type: none"> ▪ Planning ▪ Public Works ▪ City Engineer



ACTION	Where in Plan	Action Type	Action Leaders and Key Partners
<p>N Identify corridors that could be candidates for “road diet” treatments (street retrofits that reallocate space within the available street right-of-way to balance the movement and speed of motorized vehicles relative to the safe circulation of pedestrians, cyclists and disabled individuals), which would incorporate “Complete Street” design principles and promote Americans with Disabilities Act (ADA) compliance. Monitor transportation funding opportunities intended to support such projects.</p>	<p>Transportation --- Goal 3 --- Action 17</p>	<p>More Targeted Planning/Study</p>	<ul style="list-style-type: none"> ▪ Public Works ▪ City Engineer ▪ Planning ▪ Parks and Recreation
<p>Ongoing</p>			
<p>O Continually evaluate new technologies and options for improving public service delivery and communications/outreach, especially where this will contain costs and postpone the need for additional staffing. Also identify lead persons and points of coordination across all relevant City functions – and with partner public agencies, as appropriate – to share effective technology tools and practices and potentially coordinate on training needs. A related action is Recreation and Amenities action 4.</p>	<p>Growth Capacity --- Goal 2 --- Action 15</p>	<p>Programs and Initiatives</p>	<ul style="list-style-type: none"> ▪ City Administrator and department directors, with technology support staff
<p>P Complete advance municipal service planning for future growth of the City’s incorporated area through eventual annexation of certain municipal utility districts (MUDs), potential voluntary annexations by landowner petition, potential development agreements for services without full annexation, potential releases by the City of Houston of ETJ areas that are adjacent to Katy, etc.</p>	<p>Growth Capacity --- Goal 2 --- Action 23</p>	<p>More Targeted Planning/Study</p>	<ul style="list-style-type: none"> ▪ City Administrator ▪ City Attorney ▪ Public Works ▪ City Engineer ▪ Planning ▪ Fire ▪ Police
<p>Q Continue steps to secure Katy’s long-term water supply, involving both ground and surface water sources in line with regional efforts to manage land surface subsidence.</p>	<p>Growth Capacity --- Goal 3 --- Action 26</p>	<p>Partnerships and Coordination</p>	<ul style="list-style-type: none"> ▪ Public Works ▪ City Engineer

ACTION	Where in Plan	Action Type	Action Leaders and Key Partners
<p>R Along with other community partners, continue efforts to activate the Historic Downtown Square more regularly in support of downtown businesses. A related action is Recreation and Amenities action 3.</p>	<p>Economic Development ---- Goal 3 ---- Action 10</p>	<p>Programs and Initiatives</p>	<ul style="list-style-type: none"> ▪ Tourism and Marketing ▪ Parks and Recreation
<p>S Continue implementation of the 2022 Parks, Trails and Recreation Master Plan and integrate projects into the City’s capital improvements planning process, prioritizing projects which promote active and healthy living opportunities for all ages. A related action is Recreation and Amenities action 10 (five-year master plan update in 2027).</p>	<p>Recreation and Amenities ---- Goal 1 ---- Action 2</p>	<p>Capital Investments ---- Program and Initiatives</p>	<ul style="list-style-type: none"> ▪ Parks and Recreation ▪ Public Works ▪ City Engineer

Plan Amendment Process

The Katy Comprehensive Plan should be a flexible document that allows 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 Katy 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 over time, the plan must be revisited regularly 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 community’s 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

City staff should prepare an annual progress report for presentation to the City Planning and Zoning Commission 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 tracking of consistency between the plan and the City’s development regulations should be an essential part of this effort.

The **Annual Progress Report** should include and highlight:

- Significant actions and accomplishments during the last year, including the status of each programmed task in the Comprehensive Plan.
- Obstacles or problems in implementing the plan.
- Proposed content amendments that have come forward during 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 Capital Improvement Plan, other programs/projects to be funded, and priority coordination needs with public and private implementation partners.

Bi-Annual Amendment Process

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



Annual Report examples from the City of Decatur, Georgia, and the City of Plano, Texas.



- Consistency with the goals and action strategies 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.

Five-Year Update / Evaluation and Appraisal Report

An **Evaluation and Appraisal Report** to the City Council should be prepared every five years. This report should be prepared by City staff with input from all departments, the City Planning and Zoning Commission, and other boards and commissions. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The report purpose 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 a strategy for amending the 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 provide:**

- A summary of major actions and interim plan amendments undertaken over the last five years.
- Major issues in the community and how these issues have changed over time.
- Changes in the assumptions, trends and base studies data in the Existing City Report including:
 - The rate at which growth and development is occurring relative to plan projections.
 - 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.
- 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 confirm their continued relevance and/or revise them appropriately, along with discussion of any barriers encountered, missed opportunities and lessons learned.
- 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, plus 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 affect the community's ability to achieve its goals. The plan review must assess these changes and their effects on implementation success, leading to any suggested revisions in strategies or priorities.

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, residents and other plan stakeholders and partners in a “report card” fashion. Examples might include:



- Acres of new development (plus number of residential units by type, and square footage of commercial and industrial space) approved and constructed in conformance with this plan and Katy's development regulations.
- Measures of service capacity (gallons per day, etc.) added to the City's 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 or rehabilitated road, plus bike, pedestrian, transit and other transportation system improvements that increase mobility options.



Visual presentation of metrics status in annual report of City of Powell, Ohio.

- Acres of parkland and open space added to the City’s inventory, utilization of new or improved recreation spaces, and linear feet of trail developed or improved.
- Indicators of the benefits from redeveloped sites and structures (appraised value, increased tax revenue, new residential units, 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.