

Village of
Salado
Texas

COMPREHENSIVE PLAN

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PLAN PREPARED BY:

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and Village of Salado*



April 2019 (Updated)



Village of
Salado
Texas



COMPREHENSIVE PLAN

ACKNOWLEDGEMENTS

The Village of Salado gratefully acknowledges the time and effort of the following individuals for their contribution to the successful planning process that has resulted in the completion of this Comprehensive Plan and its update.

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PART ONE: THE FOUNDATION

The Comprehensive Plan Document

Purpose

The state of Texas has established laws with regard to the way in which incorporated communities can ensure the health, safety and welfare of their citizens. State law gives communities the power to regulate the use of land, but only if such regulations are based on a plan. Specifically, the law states:

The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality...A municipality may define the relationship between a comprehensive plan and development regulations and may provide standards for determining the consistency required between a plan and development regulations. Chapter 219.002 of the Texas Local Government Code

There are two interrelated purposes of a Comprehensive Plan; one, it allows the citizens of a community to create a shared vision of what they want the community to become, and two, it establishes ways in which a community can effectively realize this vision.

A Policy Guide

It is important to recognize the difference between a Comprehensive Plan and the actual regulations that implement the Comprehensive Plan. The Village staff and Board of Aldermen should use the Plan as a *policy* guide; that is, the recommendations contained within the Plan should be followed when making decisions about the Village's growth and development. The Comprehensive Plan is not the *legal* guide, however. There are two primary legal guides that serve to implement the Comprehensive Plan (the policy guide) - the Zoning Ordinance and the Subdivision Ordinance. These implementation tools will be based on the policies set forth in the Comprehensive Plan, just as Texas state law mandates.

The Comprehensive Plan is the official policy of the Village. However, the end product should not be considered to be the end of the comprehensive planning process. The reason for this is that the facts on which policies contained within the Plan are based will change over time; the population will grow, roadways will be constructed, development will occur. Planning, therefore, cannot be viewed as a single

event - it is a continuous and ever-changing process. The key to successful, on-going planning is to continually utilize the Comprehensive Plan, and to continually change the Plan to reflect changes occurring in the City. Finally, *the Comprehensive Plan is not intended to be a static document with rigid policies; it is intended to be an adaptable guide to help citizens and officials shape the Village's future on a continual, proactive basis.*

Existing Land Use Characteristics

As the Village continues to grow and develop more fully, areas that are currently vacant, agricultural, or are undeveloped will be converted into more intensified land uses, as the market dictates. The conversion process and how it occurs will be very important to Salado's future urban form, and in turn, its attractiveness and desirability.

The relationships of existing and future land uses will not only have an impact upon how the Village develops economically, but will also shape its character and livability.

Providing for the orderly and efficient use of land while ensuring that community character is preserved and maintained are key to a successful comprehensive planning process. Knowledge of the way in which land uses have developed in the past can provide a framework for how past market trends have affected development, and for the way in which various land

uses may desire to develop in the future. Simply put, the patterns of land use that exist today within the Village of Salado have evolved to satisfy the requirements of the community as it has grown, both in geographic size and in population. The concentration of people in the area has created a need for residential, retail, commercial, recreational, and office areas. In order to gain the knowledge of how and

Table 1-1
EXISTING LAND USE – 2019
Village of Salado, Texas

| Land Use Category | Acres | Percent of Developed Land | Percent of Total Land | Number of Acres Per 100 People |
|---|----------------|---------------------------|-----------------------|--------------------------------|
| Single-Family | 431.30 | 49% | 32% | 18.85 |
| Duplex/Townhome | 44.98 | 5.10% | 3.30% | 1.97 |
| Manufactured Home | 11.20 | 1.30% | 1% | 0.49 |
| Residential Sub-Total | 487.48 | 56% | 36% | 21.31 |
| Park/Open Space | 216.86 | 25% | 16% | 9.48 |
| Public/Semi-Public Space | 53.94 | 6.20% | 3.97% | 8.99 |
| Historic | 10.20 | 1.20% | 1% | 2.36 |
| Public/Semi-Public Use Sub-Total | 281 | 32% | 21% | 12.28 |
| Office | 7 | 1% | 1% | 0.31 |
| Retail | 53.8 | 6.10% | 4% | 2.35 |
| Commercial | 6.4 | 1% | 1% | 0.28 |
| B&Bs and Inns | 41.2 | 4.70% | 3% | 1.80 |
| Non-Residential Sub-Total | 108.4 | 13.50% | 8% | 4.74 |
| TOTAL DEVELOPED | 876.88 | 100% | 65% | 38.33 |
| Right-of-Way | 171.50 | | 13% | 7.5 |
| Vacant/Undeveloped | 309.17 | | 23% | 13.51 |
| TOTAL WITHIN THE VILLAGE LIMITS | 1357.55 | | 100% | 59.33 |

where these various land uses have developed, a parcel-by-parcel land use survey of the Village of Salado and its extraterritorial jurisdiction (ETJ) was conducted. Table 1-1 shows the results of this survey, reflecting the existing land use composition within Salado, and Figure 1-1 shows a graphic representation of the existing land use pattern. The following sections describe each category.

Residential Land Uses

487.48 acres • 56 percent of the developed acreage

Residential land use is representative of areas used for residential dwelling units and related accessory buildings. Residential land use is the predominate use within the City currently, and this is expected to continue. This type of land use is delineated into the following residential categories:

SINGLE-FAMILY RESIDENTIAL LAND USES

431.30 acres • 49% percent of the developed acreage

This use is representative of traditional, single-family detached dwelling units. Of the residential categories, the low-density category accounts for a majority of the residential acres in Salado at the present time.

TOWNHOME/DUPLEX (MEDIUM DENSITY RESIDENTIAL)

44.98 acres • 5.10% percent of the developed acreage

This use is representative of two-family, attached dwelling units, such as duplex units and townhomes. The majority of the areas of the City that are characterized by this type of residential use consist of townhomes.

MANUFACTURED HOUSING

11.20 acres • 1.30% percent of the developed acreage

This use is representative of areas used for manufactured homes. There are no concentrated areas for manufactured homes within Salado; this land use type is interspersed with traditional single-family houses throughout the Village, generally in older areas.



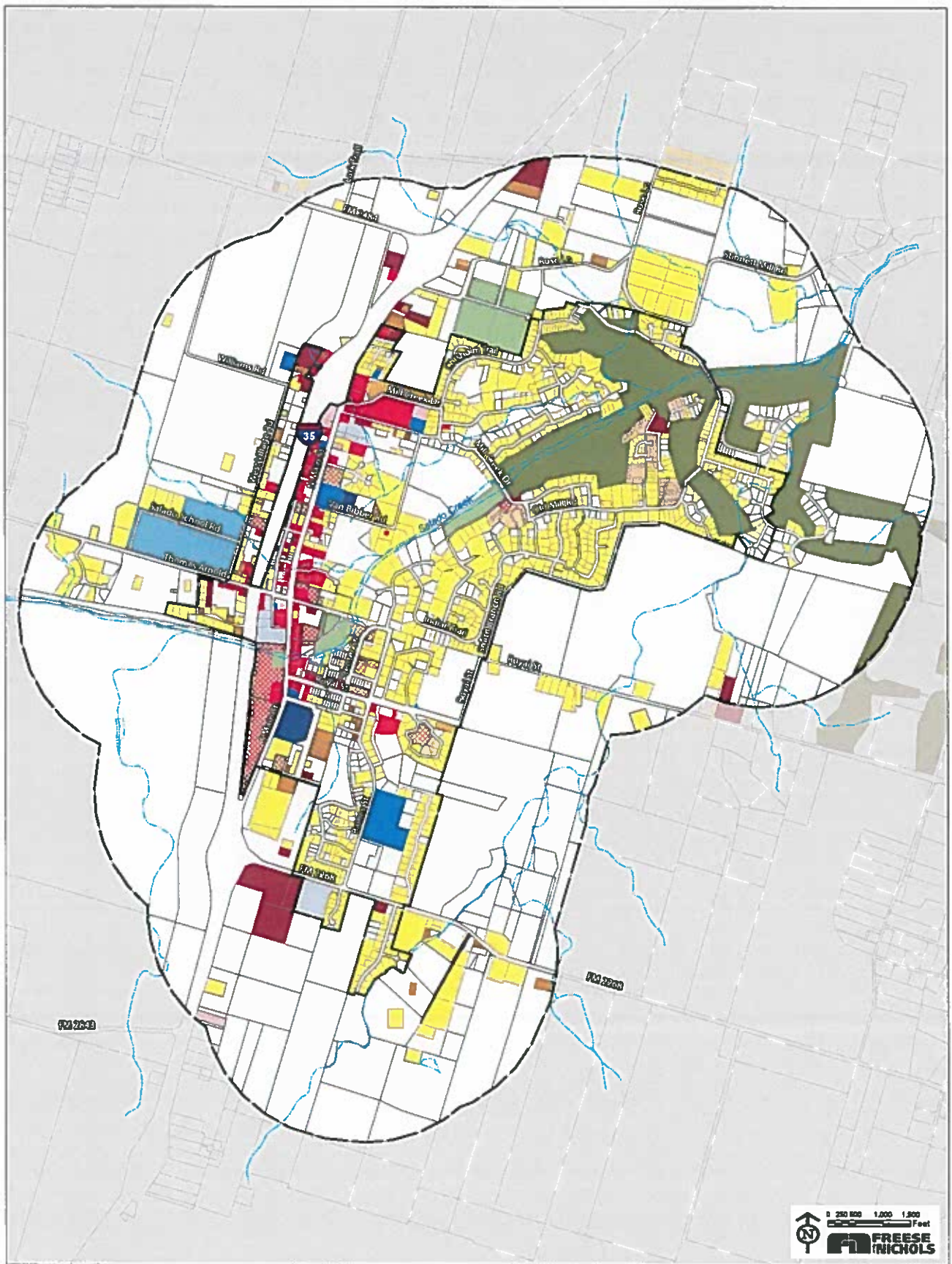
Illustration 1-1
Traditional, Single-Family House in Salado



Illustration 1-2
Example of a Two-Family Townhome



Illustration 1-3
Example of a Manufactured House



**Existing
Land Use
Village Of Salado**

- | | | |
|--------------------------|----------------------|-----------------------|
| Single Family | Parks and Open Space | Salado Village Limits |
| Two-Family (Duplex) | Golf Course | Salado ETJ |
| Townhome | Office | Streams |
| Manufactured Home | Retail | |
| Public (Municipal) | Commercial | |
| Public (Schools) | Bed & Breakfast | |
| Public (Church, Private) | Inn/Hotel | |
| Public (Historic Areas) | Vacant | |

Figure 1-1

Public/Semi-Public Land Uses

281 acres • 32 percent of the developed acreage

This land use designation is representative of uses that are educational, religious, governmental institutional nature and recreational.

PARK/OPEN SPACE AREAS

216.86 acres • 25 percent of the developed acreage

This land use designation is provided to identify all public parks, private parks, golf courses, and open spaces that currently exist in the Village of Salado. Pace Park, located in the heart of the Village, is a good example of the way in which Salado Creek can be used to enhance the local park system. It is significant to note that there are 0.7 acres of parks/open spaces for every 100 people in the Village. This is a good ratio, especially when considering the fact that the Village incorporated only a short time ago.

PUBLIC/SEMI-PUBLIC

53.94 acres • 6.20 percent of the developed acreage

This land use designation is provided to identify all public and semi-public uses. Schools, churches, cemeteries, governmental buildings, fire stations and water towers would be considered Public/Semi-Public.

HISTORIC AREAS

10.20 acres • 1.20 percent of the developed acreage

This land use designation is intended to recognize areas in Salado that may have historical significance. One area that falls within this category is the Salado College (refer to Figure 1-1).

Non-Residential Land Uses

108.40 acres • 13.50 percent of the developed acreage

Non-residential land uses basically consist of all types of land uses that cannot be considered either residential or public/semi-public. As Table 1-1 shows, less than 14 percent of the developed land in Salado is considered to be nonresidential.



Illustration 1-4
A Public Use in Salado



Illustration 1-5
Example of a Park/Open Space Area



Illustration 1-6
A Historic House in Salado

Office, retail, commercial, and bed-and-breakfasts and hotels, which are all types of land uses that are considered non-residential, are discussed in the following sections.

OFFICE LAND USES

7 acres • 1 percent of the developed acreage

Office land use designates areas within Salado that are used for professional office needs; Illustration 1-7 is an example of a local office use. There is a relatively small amount of land used for office purposes in Salado today.

RETAIL LAND USES

53.80 acres • 6.10 percent of the developed acreage

These areas are representative of a variety of uses that are engaged in providing retail trade, personal services, and business services. The Village of Salado is known throughout Texas for its quaint antique and specialty shops. The amount of retail land use reflects this, at 6.1 percent of the developed acreage. Also significant is the number of acres per 100 persons that is used for retail purposes; as Table 1-1 shows there are over two acres of retail for every 100 persons in Salado. This is a high amount, considering that most cities range from range from 0.3 to 0.4 acres on the low end to 0.6 to 0.7 acres on the high end, with 0.5 acres per 100 persons generally accepted as average. Over two acres per 100 persons is representative of the fact that Salado is serving a retail market that is larger than the local community.

COMMERCIAL LAND USES

6.40 acres • 1 percent of the developed acreage

This type of land use is representative of service-related establishments that are higher intensity than are retail establishments. Examples of commercial uses include automobile-improvements centers, feed stores, welding shops and pawn shops. There are few areas in Salado that are currently use for commercial purposes.



Illustration 1-7
An Office Use in Salado



Illustration 1-8
A Retail Use in Salado



Illustration 1-9
Example of a Commercial Land Use

BED-&-BREAKFASTS AND INNS

41.20 acres • 4.70 percent of the developed acreage

This land use designation was created for Salado due to the fact that the community has numerous bed-and-breakfasts and hotels. Such uses are difficult to classify in any typical land use category because their characteristics are different than other non-residential land uses. A Bed and Breakfast is a single-family home that is rented for not more than thirty (30) days, at any given time, and the owner or the owner's non-renting representative is occupying the home at the time it is being rented. Bed-and-Breakfasts are often difficult to distinguish from a traditional single-family house, and they are currently interspersed with single-family homes in Salado. The local hotels are local trademarks that are, by their nature, distinguished from other nonresidential uses.

SHORT-TERM RENTAL LAND USE

5 acres • Less than 1 percent of the developed acreage

This land use designation was created for Salado due to the fact that the community has numerous short-term rental properties. A short-term rental property is a single-family home that is rented for not more than thirty (30) days at any given time where the owner is not occupying the home at the time it is being rented. Such uses are difficult to classify in any typical land use category because their characteristics are different than other non-residential land uses. Short Term Rentals are currently interspersed with single-family homes in Salado.

Mixed Use (Commercial-Residential)

Land Uses

1 acre • Less than 1 percent of the developed acreage

This type of land use is representative of development in which single-family dwelling units are located in the same building with office and/or commercial establishments. There is a relatively small amount of land used for Mixed Use (Commercial-Residential) purposes in Salado.

Rights-of-Way

171.50 acres • 13 percent of Salado's total acreage

All existing roadways within Salado have been classified as rights-of-way, which account for 13 percent of the total land in Salado. The network of thoroughfares that has been created in direct response to development and growth – that is, to allow people to move from one land use to another. Current key roadways in (and through) Salado include Interstate Highway 35, Stagecoach Road, Main Street, F.M. 2268, Royal Street, Baines Drive, and Chisholm Trail.

Vacant Land

309.17 acres • 23 percent of Salado's total acreage

Vacant land within Salado includes all land that is not developed; if it is used for agricultural purposes, or if it is owned and is not used for an apparent purpose, it has been designated as vacant. The calculation of vacant land lies in the fact that it is this land that will allow the Village to grow in the coming years. It is also the area wherein decisions will have to be made regarding service provision and roadway construction, because although it is not currently developed, it is likely to be developed at some time in the future. The percentage of vacant acres, 23 percent, is not a large amount, considering that most communities do not develop such that 100 percent of the land is utilized; generally, approximately 10 percent remains vacant. Recommendations about the way in which currently vacant acreage should be developed - that is, what type of land use is most appropriate to plan for based on current condition - are contained within the *Future Land Use Plan*.



PART TWO: GUIDING PRINCIPLES & ACTIONS

Principles for the Comprehensive Planning Process

It is important to establish principles that will guide the comprehensive planning process. These principles are intended to be statements that clarify what citizens and leaders want the Village of Salado to be in the future. The Comprehensive Plan contains implementation-oriented policies that are responsive to the Village's guiding principles, and that directly address how the desired vision of the community can be achieved. In order to better relate to the Comprehensive Plan itself, the guiding principles and related actions have been divided into subjects related to the Comprehensive Plan sections. It should be noted that these principles and actions are subject to change with future updates of the Comprehensive Plan.

Future Land Use

PRINCIPLE I:

Provide opportunities for coordinated, well-planned growth and development within the Village of Salado and the extraterritorial jurisdiction (ETJ) while maintaining and enhancing the Village's heritage and character.

- Action 1.1: Review and update, as needed, the *Future Land Use Plan* that will provide for types of land uses correlated with appropriate locational criteria and amount of acreage.
- Action 1.2: Plan for future development that is compatible with the Village's natural features and existing land uses (i.e., agricultural uses, residential uses, etc.).
- Action 1.3: Encourage the use of vacant lots located within areas that are currently available within the Village
- Action 1.4: Identify land uses that may not be desirable and/or may not be compatible with the uniqueness of Salado, such as industrial or heavy commercial development.
- Action 1.5: Identify special areas within the Village that may warrant special land use designation, such as the area along Interstate Highway 35, within the downtown area, in historic areas, and along Salado Creek.

Action 1.6: Develop a growth management strategy that identifies and prioritizes areas within the Village's ETJ for future expansion of the Village's limits based upon established criteria.

Action 1.7: Utilize the *Comprehensive Plan* and the *Future Land Use Plan* in the plan review process, and in daily decision-making regarding zoning, land use and development proposals.

Transportation

PRINCIPLE 2:

Provide a balanced transportation system that is coordinated with existing needs and with plans for future growth; this system should be economical and responsive to environmental concerns.

Action 2.1: Review and update, as needed, the *Transportation Plan* that will allow the Village to identify rights-of-way locations (for dedication purposes) and criteria (i.e., for a hierarchical system of roadways) such that future growth can be accommodated.

Action 2.2: Identify any existing transportation deficiencies, and establish ways in which to improve such deficiencies, if possible.

Action 2.3: Ensure that the following concerns are addressed when making decisions regarding transportation within the Village:

- ◆ regional transportation,
- ◆ roadway integrity (i.e., ensuring mobility),
- ◆ adequate access (to and from Salado, and to and from land uses within Salado),
- ◆ impact fees to fund the improvements necessary to address the impact of high-intensity land uses (i.e., trip generation, parking needs).

Action 2.4: Explore alternatives to the automobile (e.g., hike-and-bike trails, public transportation), and identify ways in which such alternatives can be accommodated within the existing and future transportation system; this is especially needed in and around Downtown Salado where the concentrated retail area is located and new subdivisions as they develop.

Action 2.5: Utilize the *Comprehensive Plan* and the *Transportation Plan* in the plan review process, and in daily decision-making regarding zoning, land use and development proposals.

Parks & Recreation

PRINCIPLE 3:

Ensure that adequate parks and open spaces are provided as the Village continues to grow.

- Action 3.1: Review and update, as needed, the *Parks and Recreation Plan*, that will allow for adequate parks and open spaces correlated with appropriate locational criteria and amount of acreage.
- Action 3.2: Explore options for ensuring adequate park and open space provision within the Village limits and the ETJ; such options include adopting a park dedication ordinance (within the Subdivision Ordinance), maintaining and updating, as necessary, a park land dedication and impact fee ordinance, using of City-owned property, purchasing property, and using floodplain areas (e.g., the area along Salado Creek).
- Action 3.3: Establish a trail system that is capable of providing an alternative to the automobile throughout the Village, but especially in and around Downtown Salado; this should be correlated with the *Transportation Plan*.

Public Facilities

PRINCIPLE 4:

Ensure that the needs of existing and future residents and businesses within Salado are adequately served.

- Action 4.1: Maintain and update, as necessary, the *Public Facilities Plan* that addresses the Village's current service needs and the possible expansion of service provision that will likely be required with future growth.
- Action 4.2: Use the *Future Land Use Plan* and related population projections to aid in establishing locational criteria and a general time-frame for service provision; specifically, establish locations for public safety-related services (fire and police stations), and relate the number of personnel required to the existing and future (projected) population.
- Action 4.3: Ensure that local infrastructure systems (e.g., wastewater system, water supply, storm drainage, etc.) will adequately serve the health, safety and general welfare of residents and businesses within the Village and ETJ.

Action 4.4: Review standards for the installation, use, and maintenance of septic systems, and where appropriate make necessary changes to those standards.

Action 4.5: Utilize the *Comprehensive Plan* and the *Public Facilities Plan* in the plan review process, and in daily decision-making regarding zoning, land use and development proposals.

Historic Preservation

PRINCIPLE 5:

Ensure that the Village of Salado's past is preserved, maintained, and honored when making decisions regarding the Village's future.

Action 5.1: Maintain and update, as necessary, an inventory of historic areas and structures.

Action 5.2: Explore options for ensuring the preservation of historic areas and structures; such options include establishing an "historic preservation district" (within the Zoning Ordinance), or establishing an "historic overlay district" (within the Zoning Ordinance).

Action 5.3: Establish ways in which the Village can honor its history and use it to bolster civic pride.

Action 5.4: Utilize the *Comprehensive Plan* and the *Historic Preservation Strategies Plan* in the plan review process, and in daily decision-making regarding zoning, land use and development proposals.

Corridor Design

PRINCIPLE 6:

Ensure that a positive image of the Village of Salado is projected within its major corridors.

Action 6.1: Establish the corridors within which the Village should concentrate its efforts; such corridors will likely include Interstate Highway 35 and Main Street.

Action 6.2: Establish the image that the Village wants to project within these corridors, and effective ways in which this can be pursued.

Action 6.3: Develop options for projecting the Village's desired image; such options include establishing corridor overlay districts (within the Zoning Ordinance).

Action 6.4: Maintain and update, as necessary, criteria, design guidelines, and/or standards by which the Village can evaluate private projects and their contributions to Salado's desired image within these corridors.

Action 6.5: Utilize the *Comprehensive Plan* and the *Corridor Design Guidelines* in the plan review process, and in daily decision-making regarding zoning, land use and development proposals.

Community Livability

PRINCIPLE 7:

Ensure that as the Village of Salado experiences growth and development, its existing character and charm is maintained and enhanced.

Action 7.1: Maintain and update, as necessary, design-related guidelines for nonresidential development that will help the Village retain its unique environment as growth occurs; guidelines would be related to elements such as:

- ◆ signage,
- ◆ setbacks,
- ◆ building height,
- ◆ building materials,
- ◆ building size,
- ◆ building mass (e.g., façade articulation requirement),
- ◆ parking (e.g., locational requirements to protect the view from the road),
- ◆ screening,
- ◆ landscaping,
- ◆ trails and sidewalks
- ◆ lighting.

Action 7.2: Promote positive land use relationships (between different land uses and between land uses and the roadway) through adjacency standards.

Action 7.3: Maintain the image that the Village wants to project, and effective ways in which this can be pursued.

Action 7.4: Maintain and update, as necessary, criteria by which the Village can evaluate private projects and their contributions to Salado's desired image.

Action 7.5: Protect the environment through the recognition of environmentally sensitive areas and the establishment of regulations that would protect such areas.

Economic Development

PRINCIPLE 8:

Ensure that economic development opportunities are pursued in order to provide the Village with a solid fiscal outlook as future growth and development occurs.

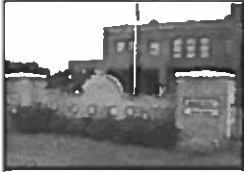
Action 8.1: Use the positive image that Salado has throughout Texas to increase economic development opportunities, especially those that are tourism-related.

Action 8.2: Establish target uses that are considered to be desirable within the Village.

Action 8.3: Establish ways in which to encourage target uses to locate in Salado.

Action 8.4: Establish methods and procedures for finding and applying for grants that may be available from private foundations and government agencies to assist the Village in accomplishing the objective stated herein.

Action 8.5: Evaluate and consider the potential development of a citizen advisory board to assist the Board of Aldermen on matters pertaining to economic development, including goal setting, strategic planning, marketing and business recruitment, retention and expansion



PART THREE: THE FUTURE LAND USE PLAN

Based on Principle 1:

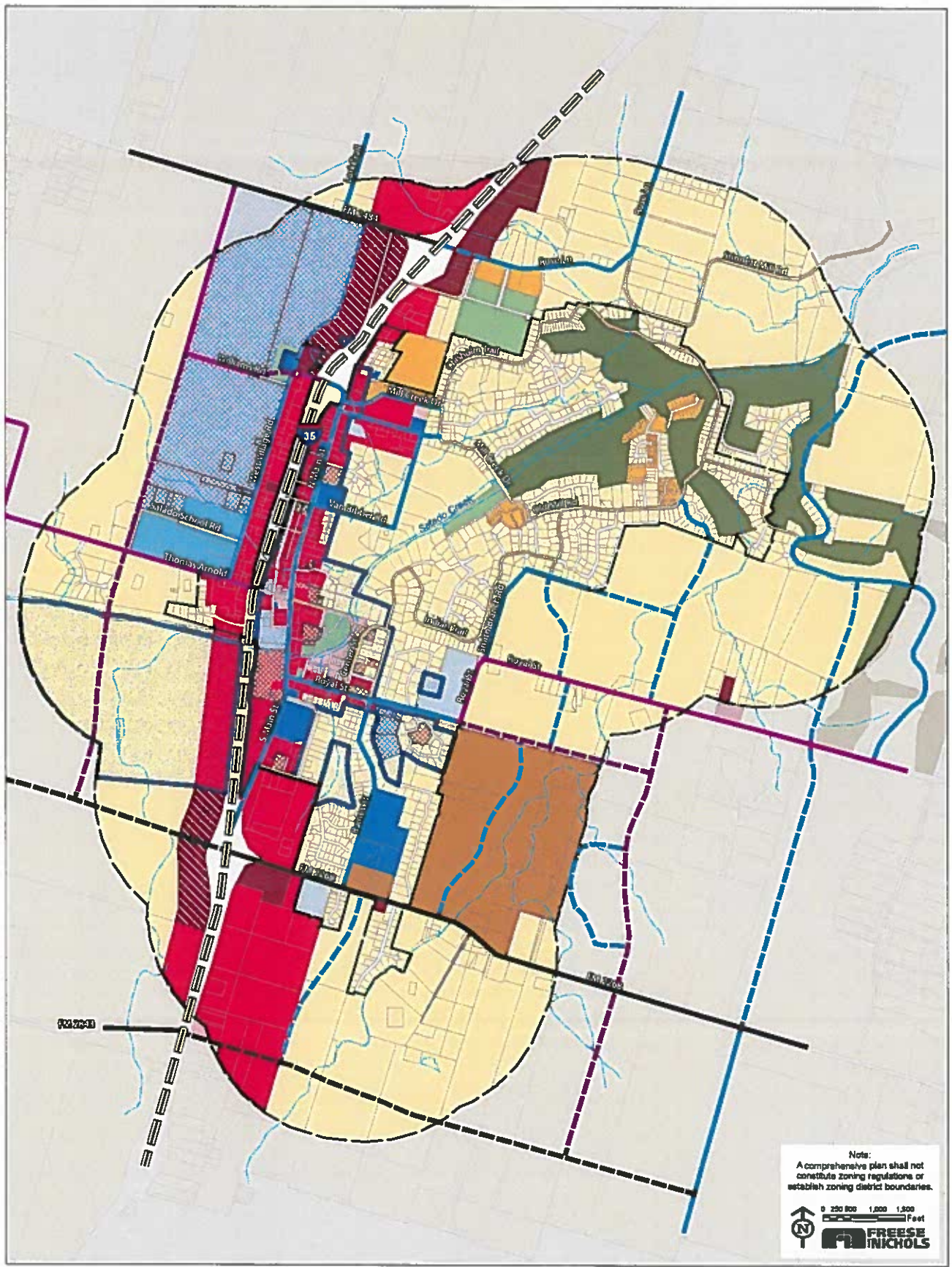
Provide opportunities for coordinated, well-planned growth and development within the Village of Salado and the extraterritorial jurisdiction (ETJ) while maintaining and enhancing the Village's heritage and character.

The Purpose

The right of a municipality to regulate land is rooted in its need to protect the health, safety and welfare of local citizens. A key document to be used when developing such regulation is the *Future Land Use Plan*, which establishes an overall framework for the preferred pattern of development within the Village of Salado. Specifically, the *Future Land Use Plan* designates various areas within cities for particular land uses, based principally on population growth, locational criteria, compatibility criteria, and a balance of land use types. Graphically depicted for use during the development plan review process, the *Future Land Use Plan* should ultimately be reflected through the Village's policy and development decisions. The *Future Land Use Plan* is not a zoning map, which deals with specific development requirements on individual parcels; the zoning map should, however, be based on the *Future Land Use Plan*. In general, the *Future Land Use Plan* is intended to be a comprehensive blueprint of the Salado's vision for its future land use pattern.

The Recommended Pattern of Land Uses

Tables 3-1 and 3-2 list the categories of land use by acreage for the Village of Salado and its ETJ, based upon Figures 3-1 and 3-2 (both contain the same information at different scales). Land uses have been recommended not only for the existing Village limits, but also within the Village's ETJ. Municipalities in Texas do not have much land use control in the ETJ, and therefore, land uses are shown for two principal purposes. One, if and when Salado annexes an area, the recommended use of the land is known and it can be zoned accordingly. Also, it is important to know the intended land use when engineering studies are conducted. Knowing whether an area is likely to develop as residential or nonresidential affects infrastructure such as roads and water and sewer lines. The following sections outline the various types of land uses that will help to provide a positive land use pattern in Salado with future growth and development. *The Foundation* section can be referred to for an expanded explanation regarding the various land use definitions.



Future Land Use Village Of Salado

- | | | | |
|--------------------------|----------------------------|-----------------|-----------------------|
| Interstate 35 | Low Density Residential | Office | Salado Village Limits |
| Minor Arterial | Medium Density Residential | Retail | Salado ETJ |
| Proposed Minor Arterial | High Density Residential | Commercial | Streams |
| Major Collector | Public (Municipal) | Regional Retail | |
| Proposed Major Collector | Public (Schools) | Mixed Use | |
| Minor Collector | Public (Church, Private) | Business Park | |
| Proposed Minor Collector | Parks and Open Space | Bed & Breakfast | |
| Local Street | Golf Course | Inn/Hotel | |

Figure 3-1

Residential Land Uses

50 percent of the acreage within the Village

67 percent of the acreage within the Village's ETJ

Residential land use is the predominate use within the Village currently, and it is recommended within the *Future Land Use Plan* that this continue. It should be noted that single-family residential land uses can be buffered from nonresidential uses through the development of medium residential land uses. High density residential land uses can also be used for this purpose, although this type of land use has not been recommended within Salado. Illustration 3-1 shows the compatibility levels of residential uses with various types of nonresidential uses. The types of residential land uses are described in the following paragraphs.

LOW-DENSITY RESIDENTIAL (SINGLE-FAMILY)

43 percent of the acreage within the Village

66 percent of the acreage within the Village's ETJ

This use is representative of traditional, single-family detached dwelling units. Of the residential categories, it is recommended that low density residential continue to account for the largest percentage. Also, much of the land area within the ETJ has been recommended for low density residential. Although all single-family areas have been considered low density, the Village should strive for a range of lot sizes in order to adequately provide for market choice. It should be noted that existing manufactured homes have been included within this category within the *Future Land Use Plan*; site-built homes should replace these manufactured homes whenever possible in the future.

MEDIUM DENSITY RESIDENTIAL (TOWNHOME/DUPLEX)

7.30 percent of the acreage within the Village

1 percent of the acreage within the Village's ETJ

This use is representative of two-family, attached dwelling units, such as duplex units and townhomes. As discussed within *The Foundation* section, there are currently medium density areas within Salado. It is anticipated that new areas for

Table 3-1
FUTURE LAND USE
Village of Salado, Texas

| Land Use Category | Acres | Percent of Land |
|--|--------------|-----------------|
| Low Density | 564.0 | 43% |
| Medium Density | 96.5 | 7.30% |
| Residential Sub-Total | 660.5 | 50% |
| Parks/Open Space | 216.86 | 16% |
| Public/Semi-Private | 53.94 | 4.10% |
| Historic | 10.20 | 1% |
| Public Sub-Total | 281 | 22% |
| Office | 16.0 | 1.20% |
| Retail | 154.4 | 12% |
| Regional Retail | 3.6 | 0.27% |
| Mixed Use | 8.4 | 0.63% |
| Commercial | 2.4 | 0.18% |
| B&Bs and Inns | 30.2 | 2.30% |
| Non-Residential Sub-Total | 215.0 | 16% |
| Rights-of-Way | 169.5 | 13% |
| TOTAL WITHIN THE VILLAGE LIMITS | 1,326 | 100.00% |

(1) Rights-of-way are included in each land use category

(2) The amount of acreage used for parks and open spaces will likely be increased later in the comprehensive planning process

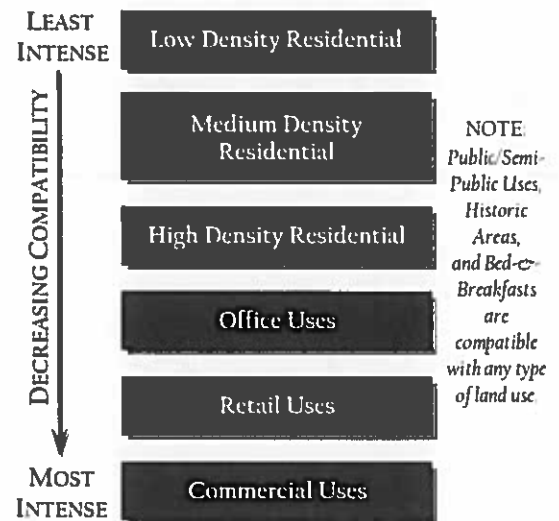


Illustration 3-1
Compatibility Comparison of Various Types of Land Use

medium density land use will be developed in the future. One recommended area is located in proximity to Mill Creek Drive and Interstate Highway 35 (just north of Salado's northern boundary). Medium density land uses provide areas for "empty nesters", who may not want the maintenance of a large-lot single-family home, and for young families, who may find a townhome or duplex more affordable. It should be noted that although the percentages of acreage that have been allocated for medium density land use within the Village and ETJ may seem low, the fact that these areas are dense allows them to develop on a relatively small amount of acreage.

HIGH DENSITY RESIDENTIAL (APARTMENT HOMES)

No acreage recommended within the Village

No acreage recommended within the Village's ETJ

High density residential land use is characterized by traditional apartment-type units in attached living complexes. There are currently no high-density residential areas within Salado, but with the increased need for housing diversity that that the Village will experience with population growth, it is anticipated that there may be a market for such uses in the future. In response to this, it is intended that some of the land allocated to *Mixed Use* will be used to develop high density residential use; the fact that no land has been designated solely for high density residential use is not intended to exclude such uses from developing in the Village or ETJ. Due to the fact that high density developments impact concentrated areas, the following guidelines should be considered for any future multi-family development:

- ◆ The proposed multi-family tract should be adjacent to a collector or major thoroughfare (i.e., not directly adjacent to local residential streets).
- ◆ All structures within the multi-family development should be 80 percent masonry product.
- ◆ The tract should not be less than approximately five acres in size.
- ◆ If the tract is adjacent to single-family residential dwellings, transition areas (greenspace, buffer areas, medium density development, etc.) should be incorporated into the project.
- ◆ Based upon the density of the complex, an appropriate amount of usable open space should be required.

**Table 3-2
FUTURE LAND USE
Village of Salado's ETJ**

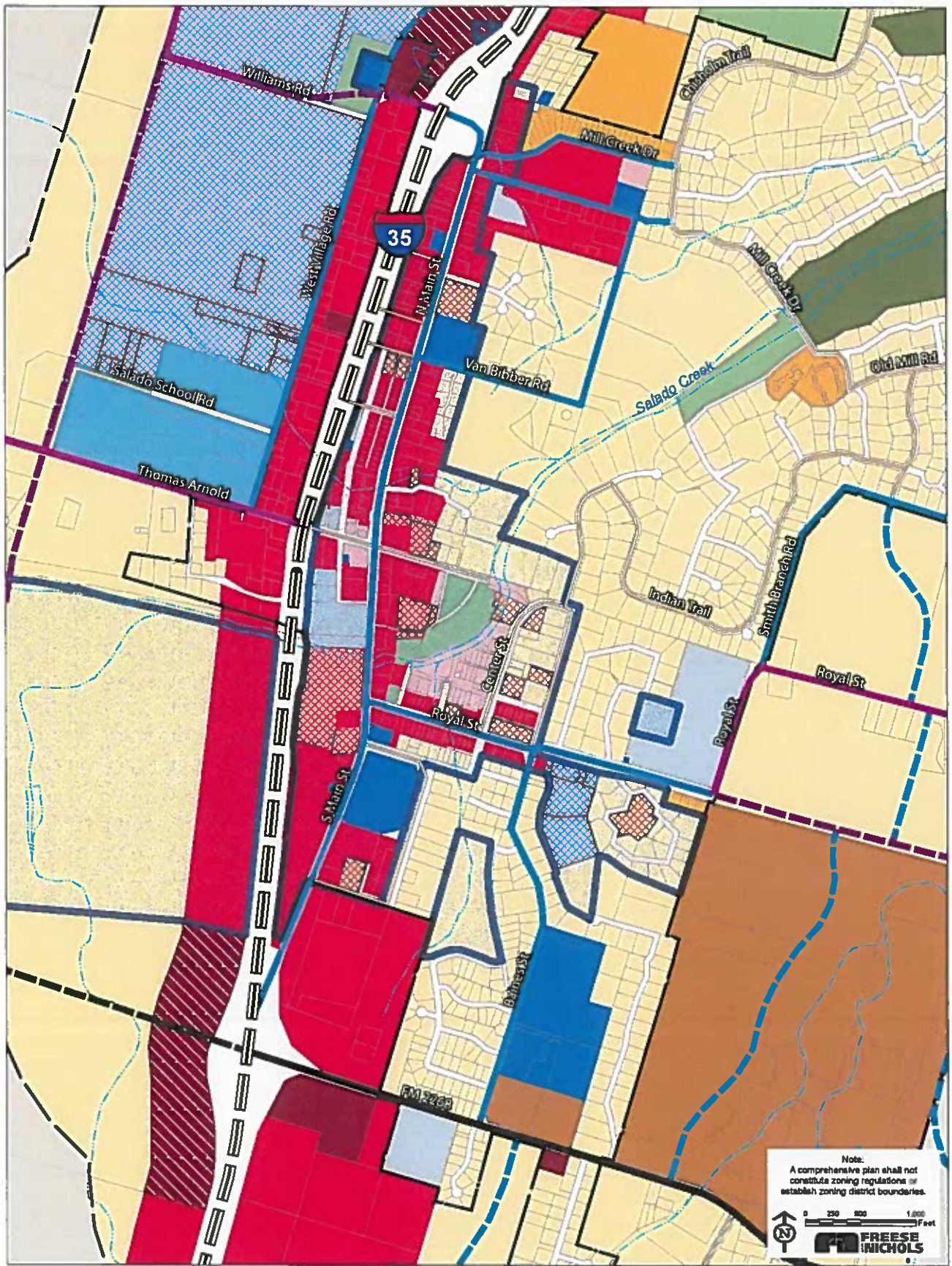
| Land Use Category | Acres | Percent of Land |
|--|------------------|-----------------|
| Low Density | 1,982.00 | 66% |
| Medium Density | 30.10 | 1% |
| Residential Sub-Total | 2,012.10 | 67% |
| Parks/Open Space | 155.70 | 5.20% |
| Public/Semi-Public | 46.20 | 1.50% |
| Public Sub-Total | 201.90 | 6.70% |
| Office | 40.20 | 1.30% |
| Retail | 172.40 | 5.80% |
| Regional Retail | 70.80 | 2.40% |
| Mixed Use | 256.60 | 8.60% |
| Commercial | 47.60 | 1.60% |
| Non-Residential Sub-Total | 587.60 | 20% |
| Rights-of-Way | 189.90 | 6.30% |
| TOTAL WITHIN THE ETJ | 2,991.50* | 100.00% |
| TOTAL WITHIN THE VILLAGE LIMITS | 1,294.30 | — |
| TOTAL JURISDICTIONAL AREA | 4,285.80 | — |

(1) This is the original ETJ acreage. As a result of recent additions, the ETJ acreage totals approximately 28,522 acres. The identification of land uses for the remaining acreage will occur later in the comprehensive planning process.

(2) The amount of acreage used for parks and open spaces will likely be increased later in the comprehensive planning process.



Illustration 3-2
An Existing Single Family Home in Salado (A Low Density Residential Use)



Future Land Use Village Of Salado

- | | | | |
|--------------------------|----------------------------|-----------------|-----------------------|
| Interstate 35 | Low Density Residential | Office | Salado Village Limits |
| Minor Arterial | Medium Density Residential | Retail | Salado ETJ |
| Proposed Minor Arterial | High Density Residential | Commercial | Streams |
| Major Collector | Public (Municipal) | Regional Retail | |
| Proposed Major Collector | Public (Schools) | Mixed Use | |
| Minor Collector | Public (Church, Private) | Business Park | |
| Proposed Minor Collector | Parks and Open Space | Bed & Breakfast | |
| Local Street | Golf Course | Inn/Hotel | |

Figure 3-2

Public/Semi-Public Land Uses

22 percent of the acreage within the Village

6.70 percent of the acreage within the Village's ETJ

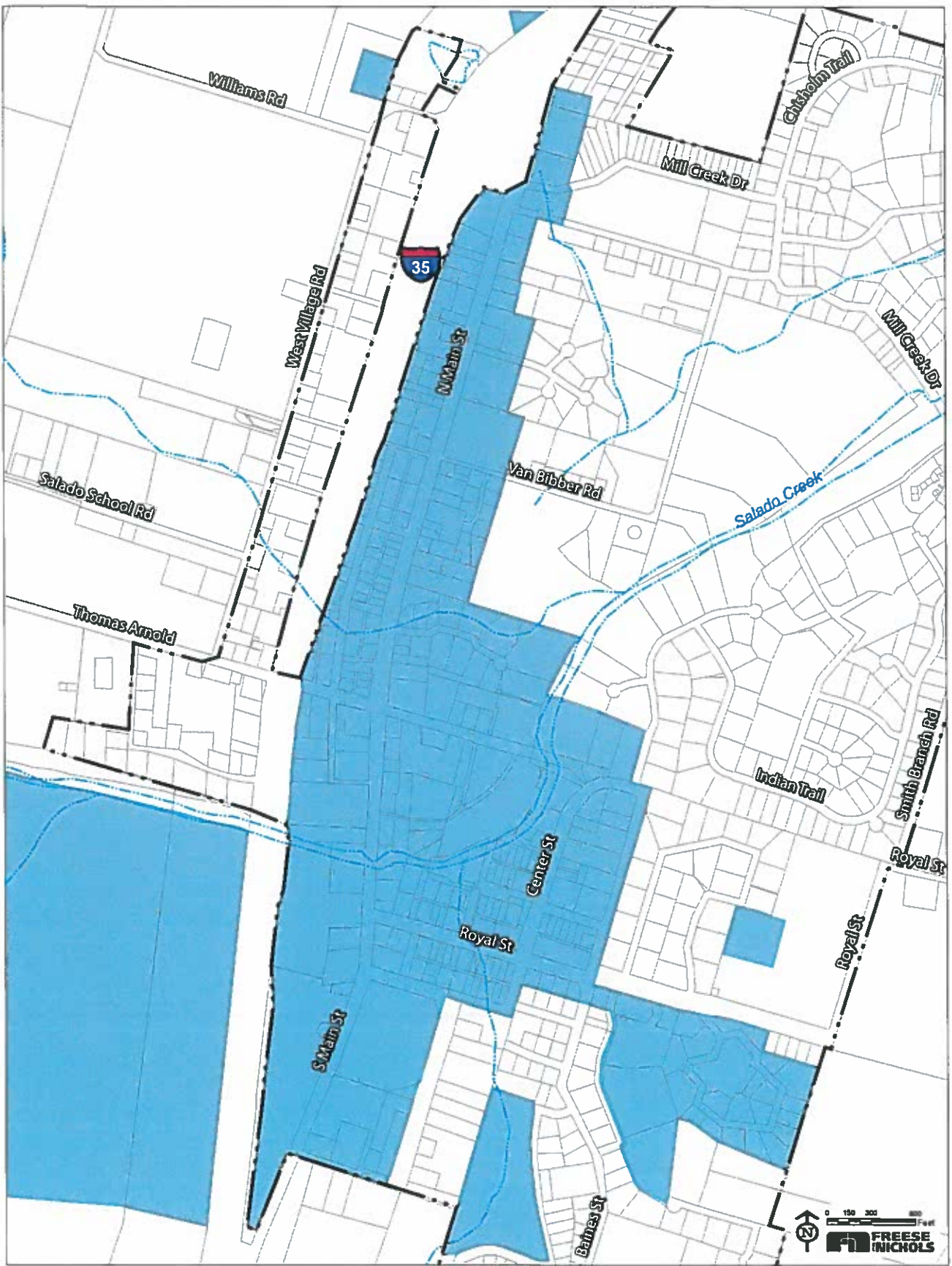
This land use designation is representative of uses that are educational, religious, governmental or institutional nature. Public/semi-public uses are generally permitted within any area; therefore, the areas shown on the *Future Land Use Plan* map include the related uses that are currently in existence. Historic areas, park and open space areas, and clubs have also been designated as public/semi-public. The Village, upon recommendation from the Salado Historical Society, has delineated an area within which specific regulations pertaining to historic landmarks should be applied.

Non-Residential Land Uses

16 percent of the acreage within the Village

20 percent of the acreage within the Village's ETJ

Residents of the Village of Salado have the advantage of being able to live, work and recreate all within the Village itself; the existence of nonresidential uses allows this. Table 3-1 shows that approximately 20 percent of the land within Salado's limits has been designated as nonresidential. The majority of this acreage is allocated for retail uses. It is important to note that there has not been any recommended increase in the amount of acreage used for bed-&-breakfasts and inns; this is due to the fact that bed-&-breakfasts and inns should be permitted in any area, with the proper parking, buffering, and access considerations taken into account. Although bed-&-breakfasts and inns are not specifically addressed within the text, Table 3-1 shows that they comprise approximately 2.3 percent of the land within the Village. The following sections discuss specific aspects of *Office*, *Retail*, *Regional Retail*, *Mixed Use*, *Business Park*, and *Commercial* land use designations.



**Proposed
Historic District**
Village Of Salado

- Proposed Historic District
- Salado Village Limits
- Streams

Figure 3-3

OFFICE LAND USES

1.20 percent of the acreage within the Village

1.30 percent of the acreage within the Village's ETJ

As mentioned within *The Foundation* section, there is a relatively small amount of land used for office purposes in Salado today. However, office uses are in keeping with the small-town character of the community, and it is recommended that the amount of land used for office purposes be increased, as shown on the *Future Land Use Plan* map, (Figures 3-1 and 3-2). It is not generally recommended that new office uses be located directly along major thoroughfares, such as Main Street; most of the uses along the major thoroughfares in Salado should be retail because of the visibility that these thoroughfares provide.

In other areas of Salado, office uses can be developed between residential and higher intensity land uses to provide for a positive transition between them. When adjacent to residential uses, offices should be designed in a manner that is compatible with adjacent residential land uses. In addition, due to the high compatibility between office and residential land uses, within areas that are designated as *Office* on the *Future Land Use Plan* map, residential uses could generally be permitted. Office uses are also encouraged within any area designated for *Retail*, *Regional Retail*, or *Commercial*, or in areas designated for *Mixed Use* on the *Future Land Use Plan* map. It should be noted that commercial land uses should not be permitted within areas designated for *Office* uses.

RETAIL LAND USES

12 percent of the acreage within the Village

5.80 percent of the acreage within the Village's ETJ

The Village's antique and specialty shops account for much of the existing retail acreage. Office and residential uses are interspersed throughout these retail areas, and this is intended to continue within areas designated for retail use on the *Future Land Use Plan* map (Figures 3-1 and 3-2). Salado is known statewide for its unique retail opportunities, which allow people to shop, stay overnight, conduct personal and government-related business, eat at a local café or fine dining restaurant, enjoy arts/cultural facilities (such as the local museum), and gather for community events and festivals all in the heart of an old Texas town.

The recommendations for retail uses within the *Future Land Use Plan* are intended to support this uniqueness; the type of retail uses the Village has now should be used as an example of the retail uses that should locate within the areas designated for retail use on the *Future Land Use Plan* map, (Figure 3-1). A large amount of acreage has been recommended for retail land use, specifically almost 12 percent of the acreage within Salado. In order to ensure that new retail development will be compatible with the unique character of existing retail development, the Village should consider design guidelines³¹ for uses that locate along Main Street, such as:

³¹ Design guidelines will be discussed in detail in the *Community Livability Guidelines* section, to be added later within the comprehensive planning process.

- ◆ limiting the maximum building size of uses
- ◆ identifying desired building materials,
- ◆ integrating more pedestrian elements (e.g., street furniture, sidewalks, trails), and
- ◆ integrating public spaces (e.g., gazebos and squares)

It should be noted that within areas that are designated as *Retail* on the *Future Land Use Plan* map, low and medium density residential should be permitted within *Retail* areas along Main Street and office uses should generally be permitted within any *Retail* areas. This is consistent with the way in which the Village has developed in the past and is consistent with the Guiding Principles of this document. However, commercial land uses should not be permitted within *Retail* areas.

REGIONAL RETAIL LAND USES

Less than 1 percent of the acreage within the Village limits

2.40 percent of the acreage within the Village's ETJ

As the Village grows in population, there will be an increasing need for larger retail stores, such as grocery stores. These retail opportunities are different in nature and size than what has developed previously and what is envisioned to develop in the future in the core area of Salado. Two areas in proximity of the Interstate Highway 35, specifically at its intersection with F.M. 2484 to the north and its intersection with F.M. 2268 to the south, are conducive to regional retail uses. The Village, therefore, should consider a maximum building size for these areas that is higher than what is established for Downtown Salado, such as 50,000 square feet. This is still in keeping with the community character that the Village desires to maintain, but would allow residents to shop for groceries locally or shop at a large bookstore, activities which they would not be able to pursue in the downtown center of Salado. Office and retail land uses should also be permitted within areas designated for *Regional Retail*; commercial land uses should not be permitted.

MIXED USE

Less than 1 percent of the acreage within the Village limits

8.60 percent of the acreage within the Village's ETJ

The *Mixed Use* land use designation is intended to provide flexibility in terms of the type of development that occurs. It is envisioned that within this area, the primary process of development would be a planned unit development, wherein the developer and the Village would work together to ensure that the development proposed would enhance Salado. Communities across Texas are experiencing an increased market demand for concentrated areas where people can shop, eat, work and live – this land use designation is intended to support this type of a development concept in a high quality manner by providing an opportunity for a creative mixture of land uses. Uses that should be permitted within *Mixed Use* areas are: low, medium, and high density residential, office, retail, and regional retail; commercial land uses should not be permitted.

BUSINESS PARK LAND USES

No acreage within the Village limits

No acreage within the Village's ETJ

Such uses have many positive aspects, such as providing local employment and increasing tax revenue, and they are relatively low impact, with the possible exception of parking. Uses envisioned for the area designated as *Business Park* could be multi-story, of different materials, etc., differentiating them from those that would locate in within the Village, which are intended to be designed similarly to residential uses. All other types of nonresidential land uses should also be permitted within areas designated for *Business Park*, with the exception of commercial uses.

COMMERCIAL LAND USES

Less than 1 percent of the acreage within the Village limits

1.60 percent within the Village's ETJ

Traditional commercial uses generally are not compatible with the character the Village desires to maintain and enhance. As mentioned within *The Foundation* section, examples of commercial uses include automobile-related services, feed stores, welding shops, and pawn shops. There are few areas in Salado that are currently used for commercial purposes, and it is not recommended that the Village have a large allocation of commercially designated areas. For areas in which commercial uses are permitted, the Village should consider establishing design-related guidelines to ensure their compatibility with other uses of less intensity. Within these guidelines, the Village should consider requiring open storage areas to be buffered and/or screened from any adjacent residential uses and from public view. It is strongly recommended that the Village limit future commercial uses to areas that are designated as such on the *Future Land Use Plan* map; due to compatibility issues with other types of land use, commercial uses should not be permitted within any other areas of the Village.

Future Land Use Planning Issues

Development Proposals & the Future Land Use Plan

At times, the Village will likely encounter development proposals that do not directly reflect the purpose and intent of the land use pattern shown on the *Future Land Use Plan*. Review of such development proposals should include the following considerations:

- ◆ Will the proposed change enhance the site and the surrounding area?
- ◆ Is the proposed change a better use than that recommended by the *Future Land Use Plan*?
- ◆ Will the proposed use impact adjacent residential areas in a negative manner? Or, will the

proposed use be compatible with, and/or enhance, adjacent residential areas?

- ◆ Are uses adjacent to the proposed use similar in nature in terms of appearance, hours of operation, and other general aspects of compatibility?
- ◆ Does the proposed use present a significant benefit to the public health, safety and welfare of the community? Would it contribute to the Village's long-term economic well-being?

Development proposals that are inconsistent with the *Future Land Use Plan* (or that do not meet its general intent) should be reviewed based upon the above questions and should be evaluated on its own merit. It should be incumbent upon the applicant to provide evidence that the proposal meets the aforementioned considerations and supports community goals and objectives, as set forth within this Interim Comprehensive Plan.

It is important to recognize that proposals contrary to the Plan could be an improvement over the uses shown on the Plan for a particular area. This may be due to changing market, development and/or economic trends that occur at some point in the future after the Plan is adopted. If such changes occur, and especially if there is a significant benefit to the Village of Salado, then these proposals should be approved, and the *Future Land Use Plan* should be amended accordingly.

In Summary

The recommendations contained herein should guide Salado's future land use planning and related policies. The *Future Land Use Plan* is not a zoning map. Rather, it is a guide to decision making in the context of the Village's future land use patterns, and it should be the basis for the Village's zoning regulations when they are enacted. The official copy of the *Future Land Use Plan* map should be on file at all times at Salado's Municipal Hall. The boundaries of land use categories as depicted on the official map should be used to determine the appropriate land use category for areas that are not clearly delineated on the smaller-scale *Future Land Use Plan* map contained within this Interim Comprehensive Plan document.



PART FOUR: THE TRANSPORTATION PLAN

Based on Principle 2:

Provide a balanced transportation system that is coordinated with existing needs and with plans for future growth; this system should be economical and responsive to environmental concerns.

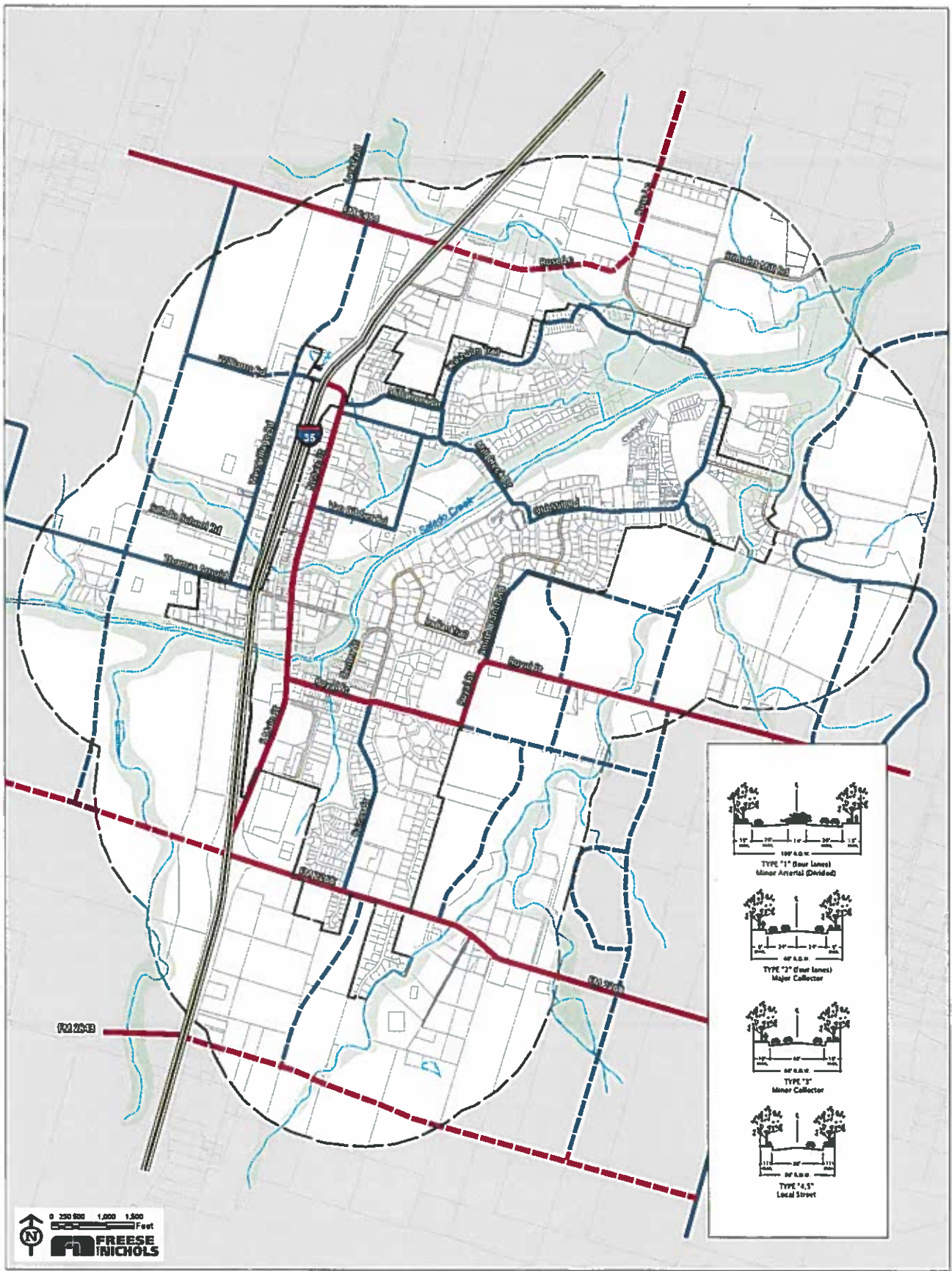
The Purpose

A community's transportation system is vital to its ability to grow in a positive manner. Transportation is inherently linked to land use. The type of roadway dictates the use of adjacent land, and conversely, the type of land use dictates the size, capacity and flow of the roadway. Many of the decisions regarding land uses and roadways within Salado have already been made; rights-of-way in the core area of the Village and in some residential areas were established, and the roadways were constructed years ago. A major challenge for the Village of Salado now lies in the accommodation of population growth within the existing transportation system and in the accommodation of new land development through the expansion of that system.

More specifically, the transportation system should:

- ◆ Protect the ambience, character, and quality of existing neighborhoods by directing traffic generated by growth away from existing neighborhoods.
- ◆ Provide gateways to the business district from major freeways and arterials to ensure easy access to Downtown Salado. Provide ready access and eliminate congestion to future retail land uses.
- ◆ Ensure the safety and well-being of Village citizens by defining emergency access corridors and eliminating future low-water crossings.
- ◆ Require environmental and/or other appropriate impact studies for all new roadways to ensure appropriate surface water drainage.

However, the references made herein regarding the transportation system should not be viewed as references solely to roadways. Communities across Texas and the nation are becoming increasingly aware of the problems inherent in constructing a system for the automobile alone; pedestrian and bicycle accommodation is important to creating a community that will be sustainable for decades to come. Downtown Salado is generally a pedestrian friendly environment, as are many of the residential areas. Another challenge for the Village lies in the integration of pedestrian and bicycle facilities such that these facilities actually create alternative modes of transportation.



Transportation Plan

Village Of Salado

- Freeway
- Arterial
- Proposed Arterial
- Collector
- Proposed Collector
- Local Street
- Floodplain
- Salado Village Limits
- Salado ETJ
- Streams

Figure 4-1

The Functional Classification System & Related Thoroughfare Standards

The *Transportation Plan* (shown on Figure 4-1) for Salado is based upon a road classification system that depicts the function of every roadway in the thoroughfare system. Roadway types, as discussed in the following sections, include freeways, arterials, collectors, and local streets. Their functions can be differentiated by comparing their ability to provide *mobility* with their ability to provide *access* to various locations. Wherever existing rights-of-way that have been identified as a different type of roadway than the type it is as it exists currently (e.g., an existing minor collector is shown as a major collector), this is a recommendation that the roadway be widened when and if development occurs. Existing residents and businesses should be disturbed to the least extent possible.

Freeways

Freeways can be described as high-capacity thoroughfares along which direct access to property is generally minimal or eliminated altogether. Ingress and egress are controlled by access ramps, interchanges and frontage roads; a regional example of this is Interstate Highway 35. Construction and maintenance of freeways is not usually the responsibility of municipalities. The Texas Department of Transportation (TxDOT) and federal monies fund this type of roadway. The Village of Salado should, however, remain aware of and should be involved in any decisions regarding the widening of Interstate Highway 35 and controlling access onto and off of Interstate Highway 35. This is a major regional transportation route to and from Salado, and it is in the Village's interest to see that it continues to function as it does currently.

Arterial Roadways

Roadways identified as arterials are designed to convey relatively heavy volumes of traffic. Arterials provide mobility, but because of the speed and volume of traffic, access to properties should be minimal, and therefore, a limited number of intersections and curb cuts (driveway openings) should be permitted along arterial roadways in order to protect the integrity of the high-speed traffic flow. Due to the necessity to maintain traffic flow and emergency access, future low water crossings should not be allowed on arterials. Furthermore, all new or reconstructed arterials should be designed such that they are above the accepted floodplain high-water elevation. Because of the way in which the following roadways function, not necessarily because of their current right-of-way width, they have been classified as arterials within this *Transportation Plan*:

- ◆ F.M. 2484

- ◆ FM 1670
- ◆ Main Street
- ◆ F.M. 2268
- ◆ Royal (out of town).

Collector Roadways

Collector streets are generally designed to distribute traffic from local access streets and funnel it to arterial roadways (i.e., from residential developments to major arterials). Collectors should provide more access to adjacent land uses than do arterials, but access should still be controlled through the use of shared driveways (refer to Illustration 4-1) and other techniques that minimize disturbance of the free-flow of traffic. This type of roadway should provide an equal amount of mobility and access to land uses. Due to the necessity to maintain traffic flow and emergency access, future low water crossings should not be allowed on collectors. Furthermore, all new or reconstructed collectors should be designed such that they are above the accepted floodplain high-water elevation. Because of the way in which the following roadways function, not necessarily because of their current right-of-way width, they have been classified as collectors within this *Transportation Plan*:

- ◆ Thomas Arnold Road
- ◆ Old Mill Road,
- ◆ Baines Street,
- ◆ Blackberry Road
- ◆ Chisholm Trail
- ◆ Hester Way
- ◆ Stinnett Mill

The Village shall plan for adequately sized and spaced east-west collector roadways on both the north and south sides of the community.

Neighborhoods should be developed between arterials and collector streets in the future so that traffic may be diverted from residential areas. In addition, good subdivision design should orient residences to local streets, not to collector streets.

Local Streets

Local streets provide the greatest access to adjacent properties, but they function poorly in terms of mobility. Due to the fact that local streets are generally constructed within residential areas, safety is an important issue. To ensure that these roadways are not used a great deal for mobility purposes and to

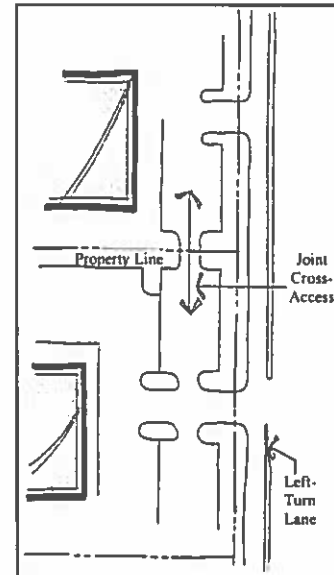


Illustration 4-1
Shared Driveway Access
Recommended for Collector Streets

ensure that their ability to provide access safely, local streets should be configured to discourage through-traffic movement by using offset intersections or curvilinear, discontinuous, or looped street designs. While low-water crossings may be considered for local streets, alternate routes must be available for use during flood stages.

Collectors & Arterials With Walkways

As previously mentioned, in recent years the incorporation of pedestrian walkways has become increasingly important. Roadways can be initially designed to include pedestrian facilities, which requires the acquisition of additional right-of-way, or roadways can be retrofitted with bicycle lanes, although this option is more costly. Most of the roadways in Salado have not been constructed with pedestrian facilities. The Village should identify the existing roadways along which residents and visitors would benefit the most from the incorporation of these facilities, and should prioritize them accordingly. Consideration should be given in the planning and design of walkways to make them “bike friendly”, when possible.

Separate Walkways

While planning for the incorporation of pedestrian walkways with existing and planned streets, the Village should also identify areas that can benefit from dedicated walk trails that are provided independently from existing or planned streets. Consideration should be given to connecting neighborhoods with walk trails when streets are not practical. Additionally, parks and other recreational areas are candidates for walk trails. Consideration should be given in the planning and design of walkways to make them “bike friendly”, when possible.

Air Traffic

The Village should work with the Federal Aviation Association (FAA) to define a noise abatement and safety plan for local airports.

Transportation Planning Issues

The *Transportation Plan* for Salado is intended to achieve several things. First, it is intended to be compatible with the Village's *Future Land Use Plan*. Second, it is intended to be respectful of the Village's existing residential and nonresidential areas. The Plan is intended to provide for the efficient movement of both motor vehicle and golf cart traffic, and to facilitate access to land uses. However, the implementation of this Plan is essential to the positive future development of Salado.

Subdivision Ordinance Planning Issues

The subdivision of land into building sites represents the first step in the development of land uses, and therefore, the creation of potential traffic. Developers should be responsible for providing appropriate collector and local roadways during the subdivision platting stage of development in order to accommodate the anticipated additional traffic and changes in traffic flow. Rights-of-way must be preserved, including arterial and collector roadways as shown on the Transportation Plan, at the time of subdivision platting to guarantee the provision of adequate thoroughfares and the value, stability, and character of the development area. Specifically, as individual plats are approved, right-of-way must be dedicated in conjunction with the recommendations as generally set forth in the *Transportation Plan*, within both the Village itself and within the Village's ETJ. The dedication of right-of-way, however, cannot be legally required or regulated by the Village in the future without an adopted Transportation Plan and Subdivision Ordinance.

The Transportation Plan as a Conceptual Guide

The transportation recommendations shown graphically on Figure 4-1 are intended to show where and possibly how connections can be made from one point to another within the Village and its ETJ. The primary importance of these recommendations should be placed upon the concept and the related connectivity that would be provided, rather than upon a literal location. Many factors will have to be considered when the Village or a developer constructs any of the recommended roadways or roadway extensions. Such factors will likely include various engineering and environmental studies, pedestrian and bicycle facilities, traffic impact analyses, adjacent residents and businesses, area landowners, and future anticipated development (i.e., land use density, whether residential or nonresidential). It is important for the Village to approve development proposals with consideration given to the transportation connections that have been recommended.

In Summary

The recommendations contained herein should guide Salado's future transportation planning and related policies. As was recommended for the *Future Land Use Plan*, the *Transportation Plan* should be used consistently and updated as needed as development occurs. Continuous use of the *Transportation Plan* will ensure that access and mobility will be provided within Salado, and will help ensure the coordination of transportation-related considerations and future land use development.



PART FIVE: THE PARKS & RECREATION PLAN

Introduction

A vital component within a community is the space devoted to satisfying active and passive recreational needs. The quantity, availability, and distribution of this space are characteristics that are generally considered to be elements that enhance and contribute to the quality of life found in the community. Fredrick Law Olmstead, the man considered to be the father of landscape architecture in this country and the man that designed Central Park in New York City, advocated the concept that parks, recreation areas, and public open spaces should be "planned as integrated systems so that the components could function in conjunction with one another."⁵¹ This part of the Village Comprehensive Plan is intended to establish ways in which the Village can have a recreation system that is uniquely designed to fit the needs of the residents and visitors of Salado. The uniqueness of Salado mandates that its Parks and Recreation Plan be unique as well.

⁵¹ Alexander Garvin, December 2000, "Parks, Recreation, and Open Space: A Twenty-First Century Agenda," *American Planning Association, Planning Advisory Service Report Number 497/498*, p.13.

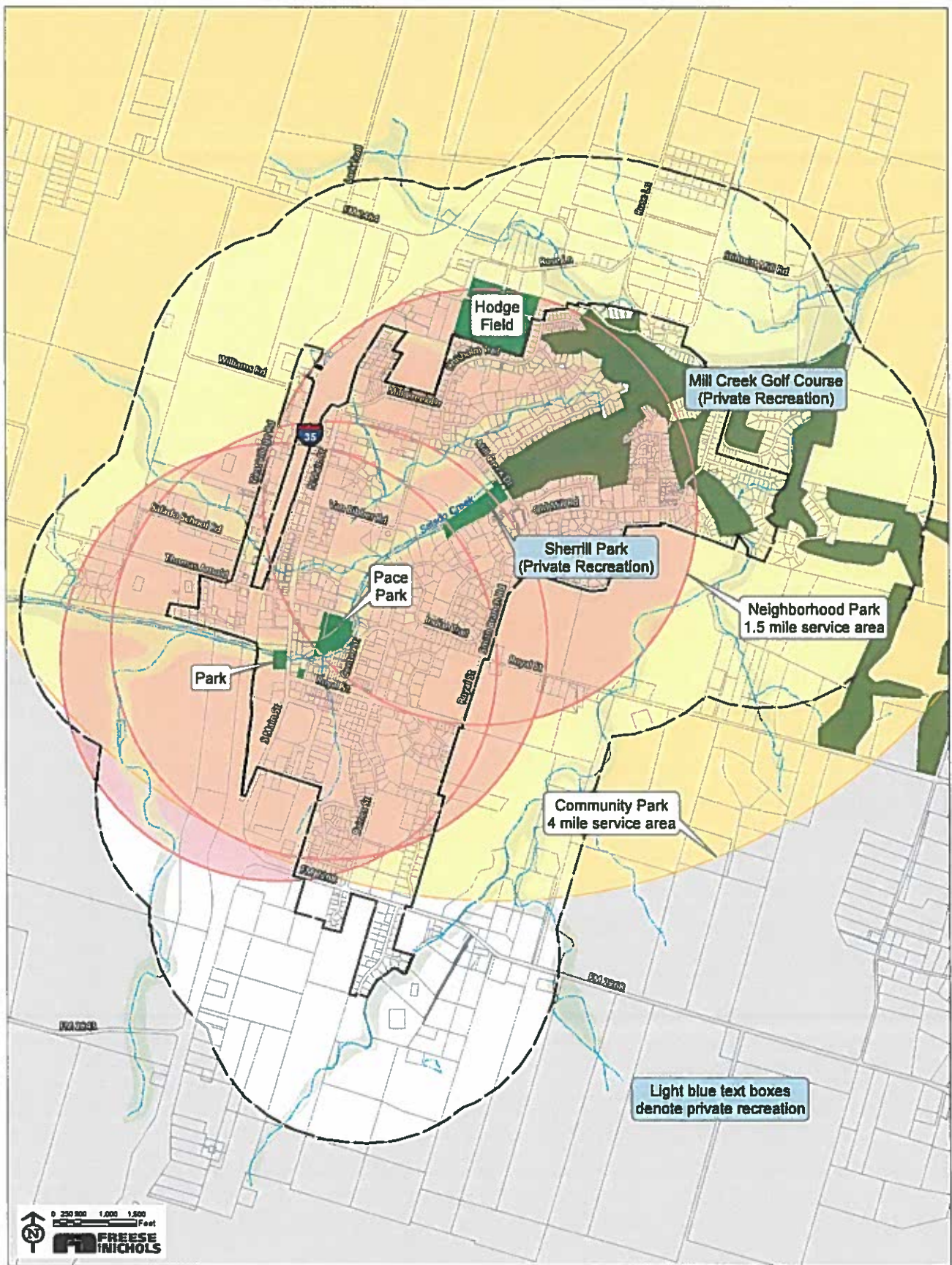
Current Facilities Within the Village & ETJ

The park areas that are located within the Village or its ETJ have been developed by private landowners and developers, or by citizens that have dedicated land for public use. There is also a large private golf course, Mill Creek Golf Course, that contributes to the overall feeling of open space within Salado, although the course is considered private recreation. It is important to note that there are not many formalized public park areas locally. Public park areas within the Village limits include Pace Park, Sirena Park, Lion Park, and Salado Community Garden. There is a semi-private park outside the Village limits in the ETJ, Hodge Park, also known as the Salado Youth Sports Association Fields.

All of the existing recreation areas within the Village and ETJ are included in *Table 5-1*. Also included is the ratio of park area to population for the known population within the Village limits. It should be noted that through the land use and housing information collected during the comprehensive planning process, Salado's population has been estimated to be 2,288 people for the purpose of this Comprehensive Plan.

Table 5-1
EXISTING PARK AREAS RELATED TO EXISTING POPULATION OF 2,288
PEOPLE WITHIN THE VILLAGE LIMITS
Village of Salado, Texas

| Existing Recreation Areas | Acreage | Ratio: Acres Per 100 People | |
|--|---------|-----------------------------|--|
| Pace Park | 8.44 | 0.49 | |
| Sirena Park | 1.18 | | |
| Community Garden | 0.10 | | |
| Lion Park/Civic Center Field | 0.40 | | |
| Sculpture Garden | 1.14 | | |
| PUBLIC PARK AREAS WITHIN THE VILLAGE | | | |
| Mill Creek Golf Course | 156.09 | | |
| Sherill Park | 8.5 | 7.89 | |
| Tablerock | 8.4 | | |
| College Hill | 5 | | |
| Methodist Church Frisbee Course | 2.62 | | |
| PRIVATE PARK AREAS WITHIN THE VILLAGE | | | |
| | 180.61 | | |



Existing Parks & Recreation Areas Village Of Salado

- Public Park/Recreation Area
- Private Park/Recreation Area
- Neighborhood Park 1.5 mile service area
- Community Park 4 mile service area
- Salado Village Limits
- Salado ETJ
- Streams
- Floodplain

Figure 5-1

NATIONAL RECREATION & PARK ASSOCIATION STANDARDS

The National Recreation and Park Association (NRPA) is a government agency that has developed standards for parks, recreation and open space development based on population and on a hierarchical system of park types. These standards are intended as a general guide for communities to follow to help ensure an adequate amount of park and recreation areas are available to the public. The general standard established by the NRPA for park acreage per 1,000 people is approximately 10.1 acres, or approximately 1 acre for every 100 people. Table 5-1 on the previous page shows that in terms of public parks within the Village of Salado, the park acreage equals approximately .49 acres for every 100 people, which is below the NRPA standard. However, if private park areas are taken into account, the park acreage per 100 persons is far above the NRPA standard at approximately 7.89 acres for every 100 people. This number is even greater when Hodge Park and the part of Mill Creek Golf Course that is outside of Salado's limits in the ETJ are added into the calculation.

National Recreation & Park Association Park Types

The NRPA park types are generally based on the types of activities furnished, and their type, size, and service area. The various types are briefly described in the following sections.

NEIGHBORHOOD PARKS

A neighborhood park should be located near the center of the neighborhood, and should have a service area of approximately one-half to three-quarters of a mile. An appropriate standard in relation to size and population for this type of park is 0.25 acres per 100 people. Safe and convenient pedestrian access (sidewalks or trails) is important to a neighborhood park location. Generally, the location should not be adjacent to a heavily traveled major thoroughfare. These parks normally serve a population base of 1,000 to 2,500 persons. Pace Park (Public), Sirena Park (Public) and Sherrill Park (Private) are considered neighborhood parks, and their related service areas are shown on Figure

5-1. Facilities provided in a neighborhood park generally consist of the following:

- Playground equipment for small children;
- A multiple-purpose, surfaced play area;
- An athletic area (non-lighted) for games such as baseball, football and soccer, and a surfaced area for such sports as volleyball, basketball and similar activities;
- Pavilions with tables and grills for picnics;
- Restrooms;
- Drinking fountains;
- Tennis courts; and
- A passive area for picnicking, with landscaping, trees and natural elements.

COMMUNITY PARKS

A community park is larger than a neighborhood park, and is oriented toward providing active recreational facilities for all ages. The service area of a community park is one-half to two miles, and an appropriate standard in relation to size and population is 0.5 acres per 100 people. Community parks serve several neighborhood areas, and therefore, they should be conveniently accessible by automobile with off-street parking. These parks normally serve a population base of 2,500 to 5,000 people. Hodge Park (Private), located in the ETJ, is considered a community park, and its service area is shown on Figure 5-1. Facilities provided in community parks generally consist of the following:

- Game and practice fields for baseball, football, soccer and softball;
- A community building/recreation center;
- Tennis courts;
- A surfaced multiple-purpose play area;
- Playground equipment for small children; and,
- A passive area for picnicking, with landscaping, trees and natural elements.

LARGE/REGIONAL PARKS

Areas that are 100 or more acres in size and that provide both passive and active recreational facilities, are considered to be large/regional parks. These parks can serve all age groups, and often have athletic fields. It is desirable that a balance of active and passive recreational facilities be provided in a large park. Such facilities may include picnicking, fishing, water areas, and hiking and natural areas. Dependent upon location, need, and possibly topography, some community park features may be placed in the large park. These parks are often lighted and have multi-purpose functions. A standard of 7.5 acres per 1,000 people is commonly recommended for large or regional parks, and they normally serve a population base of 5,000 to 7,500 people. There are no large/regional parks in Salado, but there are facilities of this type in neighboring communities.

SPECIAL RECREATION AREAS

Golf courses, such as the local Mill Creek Course (Private), linear parks/greenbelts, trails, country clubs, botanical gardens and special athletic and community centers, including youth centers (e.g., YMCA) and senior centers, are considered to be special types of recreational facilities. Standards for this type of facility are variable and the acreage may or may not be

Table 5-2
NRPA PARK-TYPE STANDARDS RELATED TO POPULATION
Village of Salado, Texas

| Park Type | Recommended Standard of Acres Per 100 People | Existing Park Acreage | Recommended Acreage for | | |
|--|--|-----------------------|-------------------------|--------------------------------|--------------------------------|
| | | | 2,288 People (Existing) | 2,631 People Projected in 2030 | 3,025 People Projected in 2040 |
| Neighborhood | 0.25 | 11.32 | .49 | .43 | .37 |
| Community Park | 0.50 | 8.44 | .37 | .32 | .28 |
| Large/Regional | 0.70 | Variable | | | |
| Special Park (not included in Total Acreage) | Variable | 172.11 | 7.52 | 6.54 | 5.69 |
| Total Acreage Per 100 People | 1.5 | 26.76 | 1.17 | 1.02 | .88 |

included in the total park acreage provided by a community – both of these factors are dependent upon the type and extent of services provided by the special area.

NRPA-recommended park acreage standards for each type of park listed above are summarized in *Table 5-2* and are compared to existing public park facilities in the Village and its ETJ. Mill Creek Golf Course, although it is a private recreation facility, has also been included as a special park. The table shows that the local park acreage when based on park type is above NRPA standards for neighborhood and community parks; the only park type lacking is the large/regional park type. Calculations for future park needs are based on the projected population of 2,631 in 2030 and 3,025 people in 2040 are also included.

However, as noted earlier, the Village of Salado is a unique community, and NRPA standards are not as applicable to the Village as they generally are to other communities in Texas and throughout the nation. Salado is a community of history, tourism, leisure, and retirement. It is a community with a small population. Local needs are therefore very different from the norm. The population base served the large/regional park (up to 7,500), is actually larger than the entire existing population of Salado, and are also larger than the projected population of Salado in the year 2040. Also, based on the general service area standards for neighborhood and community parks, Pace Park (Public), Sirena Park (Public), and Sherrill Park (Private), are meeting service area requirements of the Village.

The NRPA standards are included herein as an analysis based on an accepted ratio only. They should not be considered an actual recommendation of how many park acres and what type of parks should be constructed in Salado. More important to Salado will likely be the concept of a cohesive trail system that is discussed in the following sections.

An Integrated Trail System

Instead of concentrating on providing specific park areas for specific age groups, the Village's citizens and visitors would likely be better served by the establishment of an integrated, continuous "necklace" of trails and pathways throughout Salado. This would enable the Village to expand upon several of its major assets, including Main Street, Salado Creek, and local historical sites, while providing recreation opportunities for residents and visitors. *Figure 5-2* shows the trail system that has been recommended for Salado.

There are numerous reasons that such a system would be a positive element for Salado. First, an integrated, cohesive trail system would set the Village apart from other communities in the area; Second, trails are a recreation amenity that can be used and enjoyed by all age groups, which is not true of a playground or ballpark; all citizens, young and old, benefit from the availability of trails. And third, it has been proven in recent studies that property values are positively affected by being in proximity to a trail.

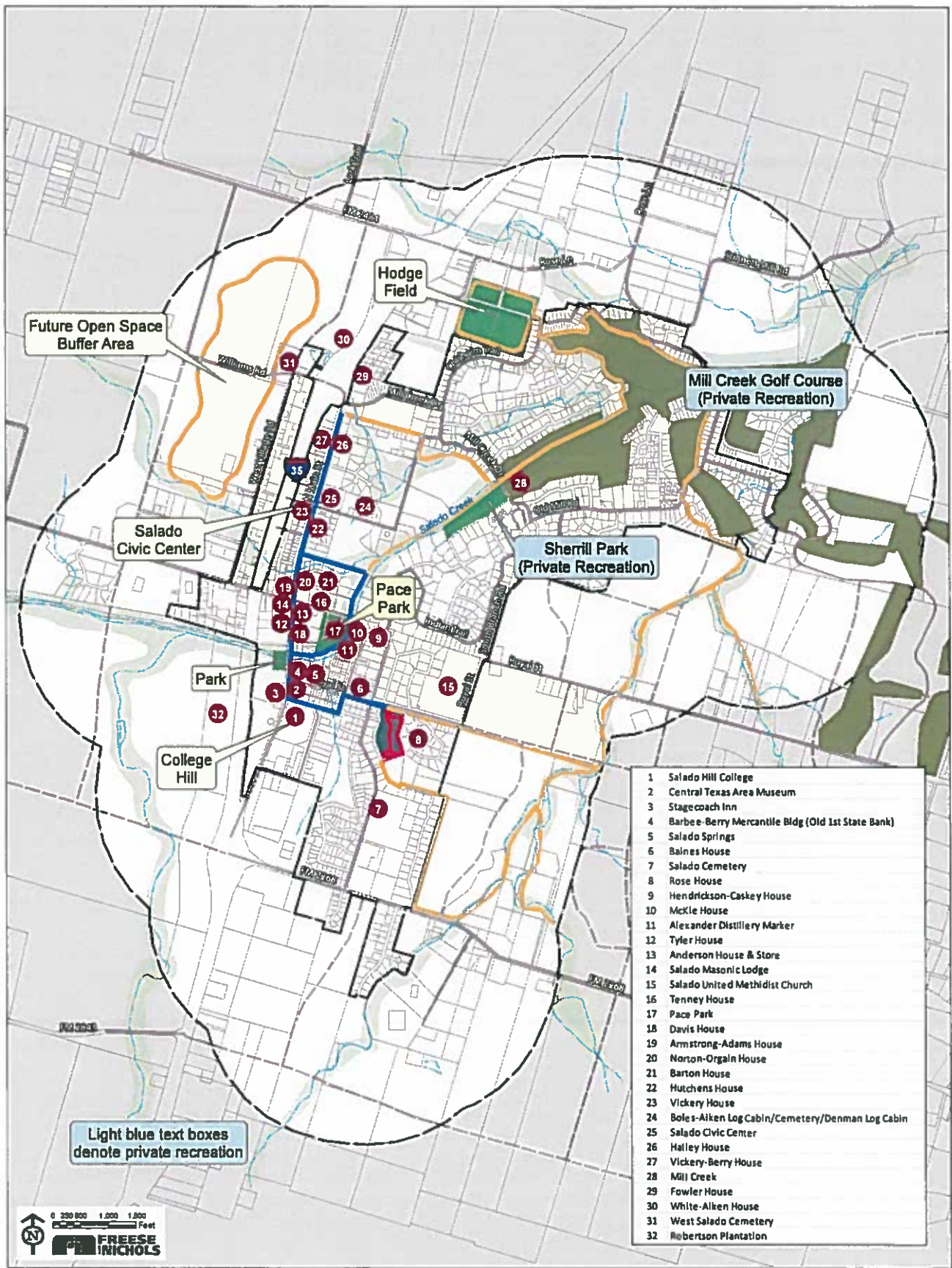


Figure 5-2

TRAIL LOCATION CONCEPTS

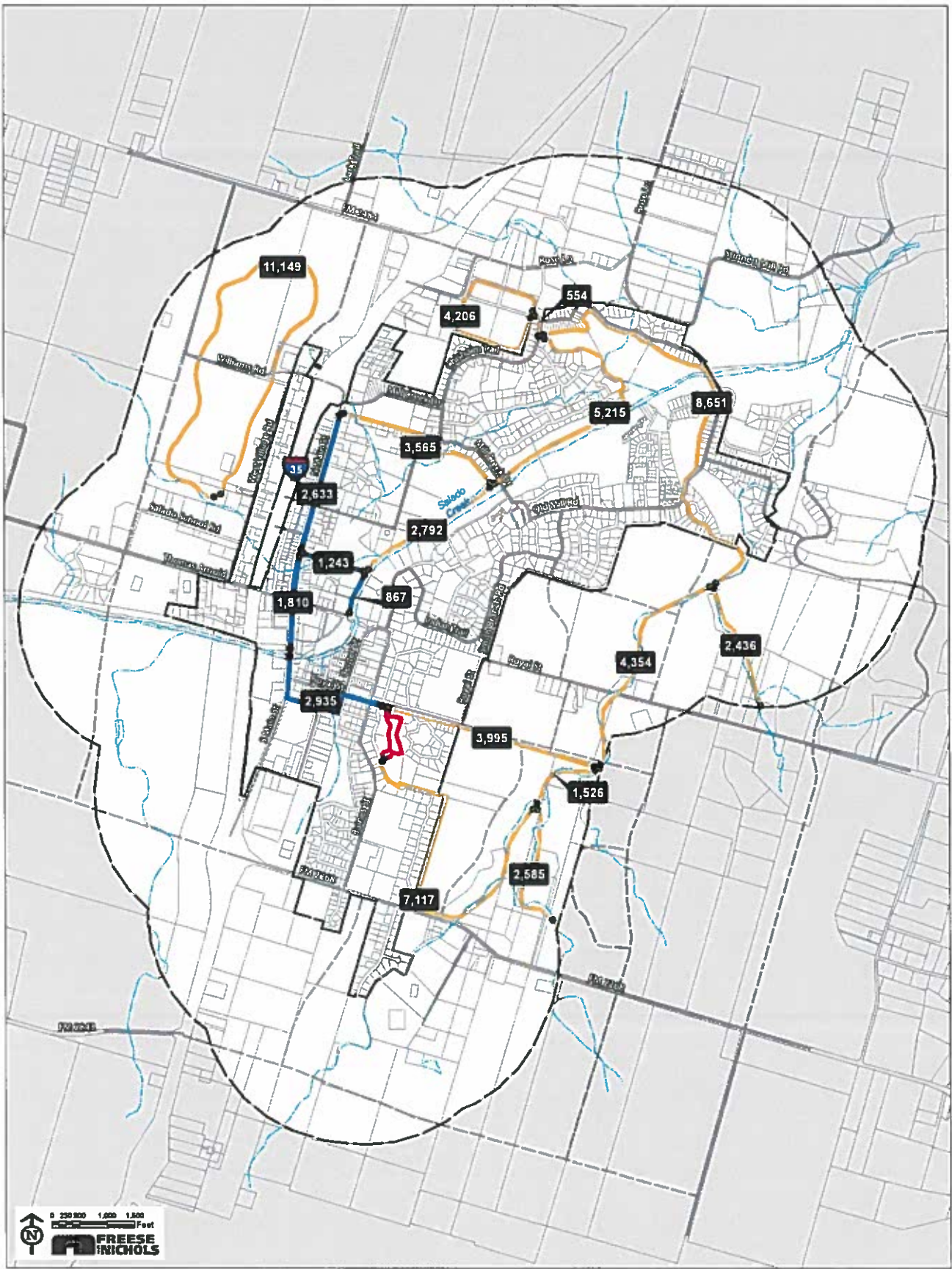
The primary concept for this trail was to provide for a continuous pedestrian connection throughout the Village while incorporating as many positive local features as possible, including:

- Main Street
- College Hill and other local historic sites,
- Salado Creek,
- The Civic Center,
- Pace Park (Public),
- Public Library (Public)
- Sherrill Park (Private),
- Sirena Park (Public),
- Hodge Park (SYSA) (Private)
- Tablerock (Private).
- Sculpture Garden (Public)

The ideal location for trails in Salado would be running alongside Salado Creek. It is also important for visitors shopping along Main Street to be aware of the trail system and ways to access it. The trails would add yet another reason for people to visit Salado, thereby adding another facet to the Village's image as a successful tourism community. Recommended trail lengths are shown on *Figure 5-3* on the following page, and the related amount of trail lengths are calculated in *Table 5-3*. Also, in order to accommodate multiple users at one time, trails should be no less than eight feet wide, and should be ten feet wide wherever possible.

Historic Sites Along the Proposed Trail

The Village of Salado has many historical areas. Some historic sites and/or structures are privately owned and are being used for private purposes, while others are owned by public entities and are used for public purposes, such as the Salado Civic Center. Several historic sites that are in proximity to the proposed trail lengths are shown on *Figure 5-2*. Increased accessibility to places that are significant to Salado's past will only broaden the Village's attraction as a tourist destination. The Village should work with private and other public entities, as applicable, to ensure that these historic sites and/or buildings are an integral part of people's experience as they utilize the trail system.





Trail Lengths Village Of Salado

- Proposed Priority Trail System
- Proposed Secondary Trail System
- Existing Tablerock Trail
- Existing Roadways
- - - Proposed Roadways
- Salado Village Limits
- Salado ETJ
- ~ Streams

Figure 5-3

Table 5-3
AMOUNT OF TRAIL LENGTHS RECOMMENDED
Village of Salado, Texas

| FACILITY-TYPE | LENGTH |
|---|-------------------------------|
|  Priority Lengths | 10,930 feet → 2 miles |
|  Other Trail Lengths | 58,125 feet → 11 miles |
| TOTAL AMOUNT OF TRAIL LENGTHS RECOMMENDED | 69,055 feet → 13 miles |

Note: Based on Figure 5-3 (previous page)
Source: Dunkin, Selko & Associates, Inc

TRAILS IN RELATION TO EXISTING & FUTURE DEVELOPMENT

There are several densely developed areas within Salado that are privately owned that may not be available for the incorporation of a trail system. The Village should attempt to overcome this challenge by using publicly-owned properties for the trail system, such as dedicated areas and street rights-of-way, and by working closely with landowners and business owners in order to eventually create a continuous trail throughout Salado to the furthest extent possible. In addition, the numerous bed-and-breakfasts should be encouraged to participate by providing access to the trail system on their property. The Village will have to decide the best way in which to establish these trails along existing roadways. *Illustration 5-1* shows three ways this can be effectively done. It should be noted, however, that while participation in the trail system can be encouraged, it cannot be mandatory in areas already developed. In undeveloped areas, such as in the ETJ east of Salado's Village limits, as well as on the west side of Interstate Highway 35, there will be opportunities in the future as development occurs to integrate the trail system in other ways, perhaps along a creek or through a mini-park. As these areas are developed, integration of the trail system can be solicited as part of the platting process through park dedication requirements. Bike trails should be encouraged in these developing areas.

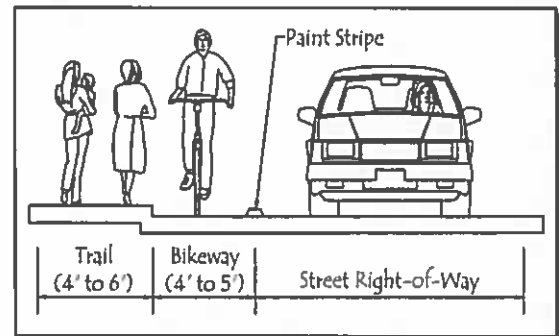
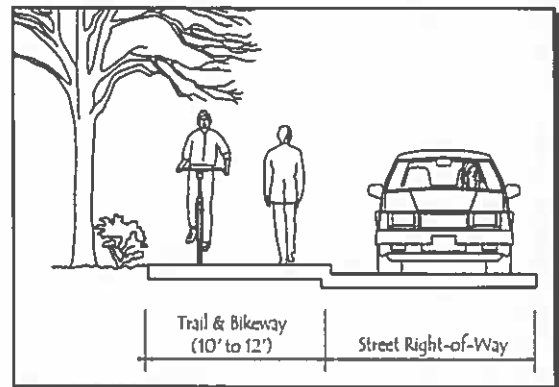
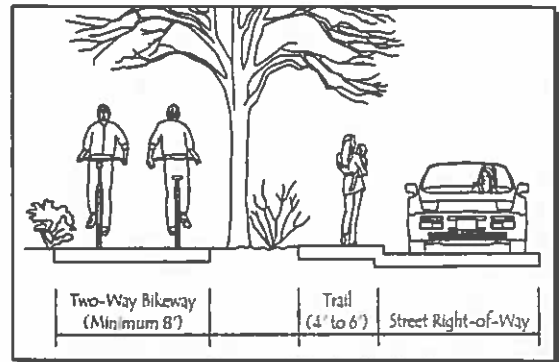


Illustration 5-1 (Remove Bikeway #3)
WAYS TO INTEGRATE A TRAIL ALONG EXISTING ROADWAYS

TRAIL CONSTRUCTION MATERIALS

The materials used for trail construction vary widely, however some are better than others in terms of maintenance and impact on the pedestrian; construction materials also must meet the requirements of the Americans With Disabilities Act (ADA), which is another important consideration. Concrete material should be used, when possible, for construction of trails in Salado. Although there are concerns about the adverse impacts that long-term walking and running on concrete can have on users, other materials sometimes used for trail construction have maintenance and cost issues. For instance, trails constructed with asphalt or with crushed granite are less expensive than concrete, but such trails have proven to be high in maintenance costs, and the hard surface of both types of trails similar to concrete in terms of their impact on users. Another material that could be used is rubberized material (usually red or black in color), which is low-impact on users and requires only slightly more maintenance than concrete, but is cost-prohibitive for most cities. In addition, although rubberized material is ADA-compliant, it is also generally not conducive to supporting bicycles, in-line skates, etc. For Salado, considering the multi-modal access that these trails are intended to support, it is recommended that the Village use concrete material, when possible, for its trail system.

In Summary

Establishing an integrated trail system will not occur overnight - rather it will likely take a long period of time and will require the cooperation of private developers. However, regardless of the time or the challenges involved, a trail system would be a unique element that could significantly add to the local quality-of-life and to the attraction of tourism, and therefore, it is a goal that should be pursued in the Village of Salado. The Village should seek grants from public and private sources to help fund development of an integrated trail system. It is also recommended that this part, the *Parks & Recreation Plan*, of the Comprehensive Plan be reviewed annually to ensure that its recommendations remain applicable for the community and appropriate in meeting residents' recreational and open space needs.



PART SIX: THE PUBLIC FACILITIES PLAN

Introduction

This *Public Facilities Plan* is part of the Comprehensive Plan and addresses the existing public facilities and services that are currently provided by the Village of Salado, and makes recommendations regarding possible future related needs. In general, public buildings that house the various governmental and service functions of a municipality are generally of two types:

- Those requiring a nearly central or common location and which serve the entire municipal area; and
- Those serving segments of the community on a service-area basis.

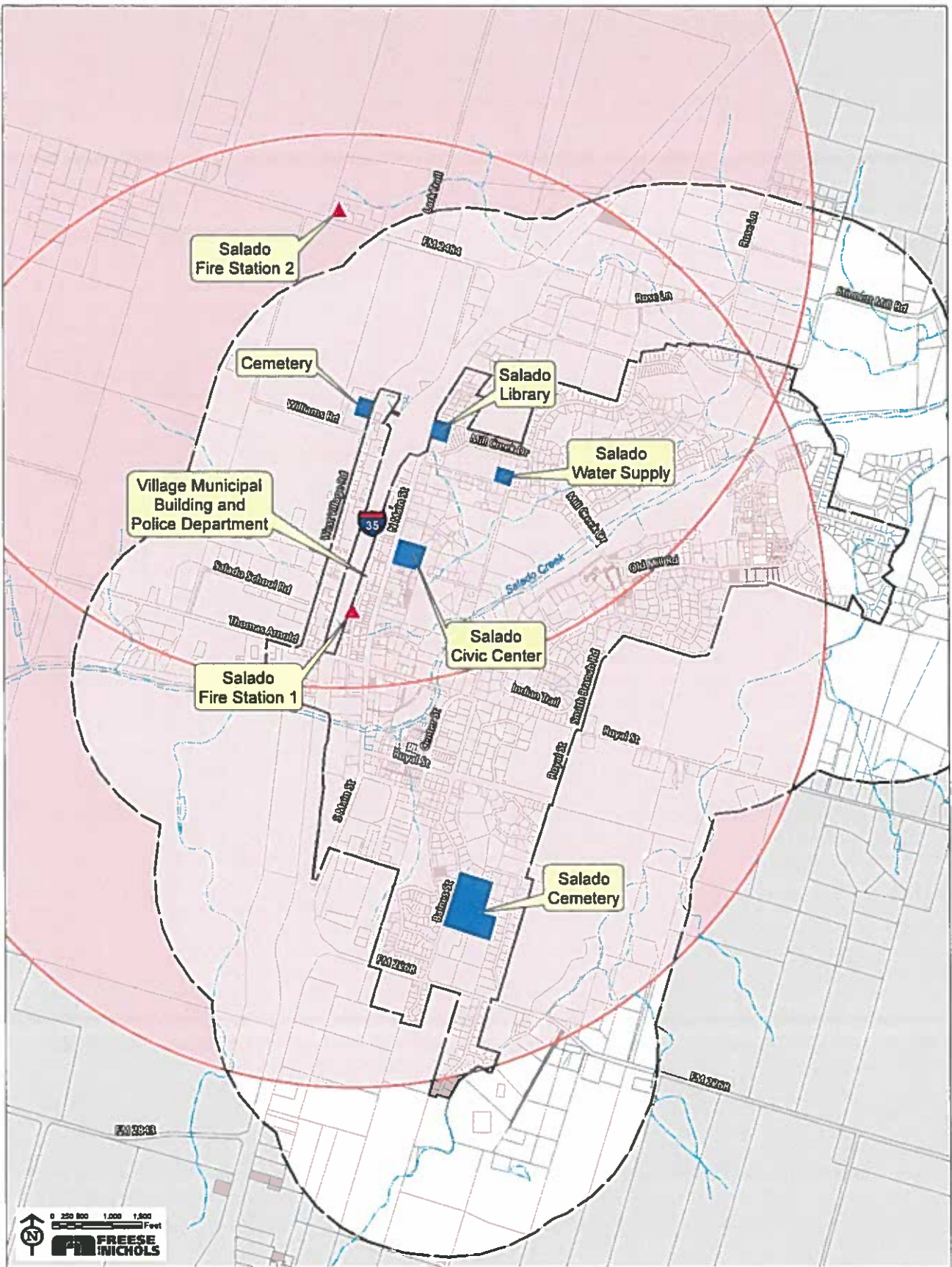
The Village Municipal Building is an example of a governmental building that serves the entire community, while a fire station represents a public building that has a service area relationship to the community. Both of these types are discussed herein. As may be expected, the demands for public building space at all levels of government generally increase as the population served grows and as service levels are expanded. This Plan addresses these anticipated public facility and service needs for the Village of Salado, based principally on both the unique characteristics of the community and on the anticipated growth that is likely to occur locally in the coming years. In addition, this Plan outlines current water and wastewater systems, and makes general recommendations on ways in which these systems can be improved in the long-term.

The public improvements required by a given community depend on many factors such as location, climate, economic base, industrial growth, population trends, local practices and attitudes, and many other conditions which have a bearing on current and future demands.

Quoted: David H. Cohen, Planning and Municipal Policy: The Public Improvement Program, Financial Planning • Page 17
pg. 109-120

Current & Future Needs Related to Facilities & Services

It is appropriate to use the existing structures that the Village has allocated for the provision of serving citizens, as well as the services provided by the Village as a basis for determining future facilities and services that are likely to be required. All of the existing facilities discussed herein are shown on *Figure 6-1*. The ratios of population to staff levels use the estimated population of Salado of approximately 2,288 people. The future population projected is approximately 2,631 people in the year 2030, and 3,025 people in the year 2040. These existing and future population numbers will be used throughout the *Public Facilities Plan* as a basis for some of the recommendations.



Public Facilities Village Of Salado

- ▲ Fire Stations
- Public Facilities
- 1.5 Mile Fire Station Service Zone
- Salado Village Limits
- Salado ETJ
- ~ Streams

Figure 6-1

THE VILLAGE MUNICIPAL BUILDING

The present building wherein the Village of Salado's daily municipal business is addressed is located along the access road of Interstate Highway 35 on the east side. The building is accessible to the public, and is within walking distance of Main Street. The Municipal Building generally serves as the central daily facility for local government functions in Salado, housing the Village's Development Services Department, Public Works Department, Municipal Court and Administration Department. The Municipal Building houses four of Salado's ten full-time employees, including the Village Administrator, City Secretary, Planning and Development Director and the Public Works Foreman. The Village's five police officers are housed in a separate building located adjacent to the Municipal Building while the Tourism Director, who works out of the Salado Museum.

The facility also hosts the majority of the Board of Aldermen meetings; however, some meetings are held at the Salado Civic Center or at a Salado Independent School District Campus when it is anticipated that an agenda item will receive increased public interest. In such situations, given that the limited meeting space in the Municipal Building, the Civic Center and schools offer more space for meetings attended by a large number of citizens.

There will continue to be a need for a centralized facility for daily government business. Ideally, the facility would have the following characteristics:

- Large enough to host all daily necessary functions as well as public meetings;
- Large enough to allow for increases in personnel;
- Be easily accessible to the general public, including via the trail system;
- Be representative of the character of Salado, perhaps by being a historic structure; and
- Be located in proximity to other government facilities, such as the existing Civic Center.

The current Municipal Building is likely adequate spatially for the near future. The availability of offices may become a concern, however, if additional personnel are hired. There is no room for expansion of the current facility except if adjacent property can be purchased, which is unlikely. It is therefore recommended that when the Municipal Building reaches its functional capacity, the Village pursue the purchase of a lot that can be built upon or an existing structure so that the characteristics listed above are part of any new facility.

In terms of personnel, the Village Administrator, City Secretary, and Development Services Director currently manage the daily administrative functions that keep the Village operating efficiently. As the Village grows in both population and area, however, there will be a need for additional employees to be hired to meet the functional demands associated with growth such as issuing building permits, reviewing platting and zoning cases, and managing finances.

POLICE PROTECTION SERVICES

The Village of Salado currently employs several police officers, specifically one Police Chief and four full-time officers. For the purposes of this *Public Facilities Plan*, five full-time officers will be used to calculate the Village's current number of police officers.

The ratio of police officers to population is an important consideration in terms of the overall safety of the local population. Although public safety needs vary from community to community, a generally accepted ratio of police officers to population is approximately 1.8 officers per 1,000 people. *Table 6-1* outlines the results of using

| Table 6-1 RATIO ANALYSIS OF EXISTING & FUTURE POLICE SERVICE NEEDS Village of Salado, Texas | | | |
|---|--|--|--|
| Accepted Ratio of Police Officers to Population: 1.8 per 1,000 people | | | |
| Current # of Officers | Current # of Officers Needed Based on Existing Population of 2,288 | Future # of Officers Needed Based on Projected Population of 2,631 in 2030 | Future # of Officers Needed Based on Projected Population of 3,025 in 2040 |
| 5 | 4 | 5 | 6 |

this ratio to determine the number of officers needed currently and in the future according to population. The Village has an adequate number of officers to serve its current population. Salado also likely has enough to provide for the safety of its projected population of 2,631 people in 2030. For a population of 3,025, projected in the year 2040, one additional officer will be needed according to the ratio used.

It should be noted that the number of officers needed to serve a community, however, should not necessarily be based on a ratio; it should be based on community need. Salado may need an increased number of officers to ensure public safety within the Village as it grows. The Village should use the accepted ratio of 1.8 officers per 1,000 people as a guide, but should monitor its unique public safety needs.

In addition to personnel needs, spatial needs of a police department should also be considered. As was mentioned previously, the Salado Police Department operates out of a small building located adjacent to the Municipal Building. This situation is likely adequate for the short-term. As will be discussed in more detail later herein, a central location within Salado that would house both municipal administrative and police functions would be ideal. The Village should continue to contract with Bell County for jail space.

THE SALADO VOLUNTEER FIRE DEPARTMENT

The Village of Salado has one fire station within the corporate limits of the Village. It is located just south of the Village Municipal Building on the east side of Interstate Highway 35 (refer to *Figure 6-1*). The land upon which the station is located is actually owned by a local church; the Salado Volunteer Fire

Department owns the building itself and has a long-term lease agreement with the church for use of the land. In addition to this station, the Fire Department has a second fire station located on the west side of Interstate 35, near Salado High School, in the Village's ETJ. The Fire Department provides fire protection for the residents of Salado through a contract with the Village. The Village makes a monetary contribution on an annual basis that contributes to maintenance and equipment needs.

As with police protection, with continued growth within the Village, additional fire protection may become necessary. However, fire protection service is generally measured by service area instead of a ratio of personnel to citizenry. The area able to be served by one fire station is generally accepted to be a radius of approximately one-and-one-half miles from the fire station itself. The area within the Village not covered by the one-and-one-half mile service radius of the Fire Station is toward the back of the Mill Creek Subdivision. Access into and out of Mill Creek is not ideal, and therefore, a planned roadway has been shown on the *Transportation Plan* map (refer to *Figure 4-1*) connecting with an existing roadway in the subdivision. Locating a new fire station along this planned roadway would provide an increased level of fire protection service to the back of Mill Creek, as well as to the related ETJ area. Village officials should consider locating a fire station in this area as roadways are constructed and such a facility is financially feasible.

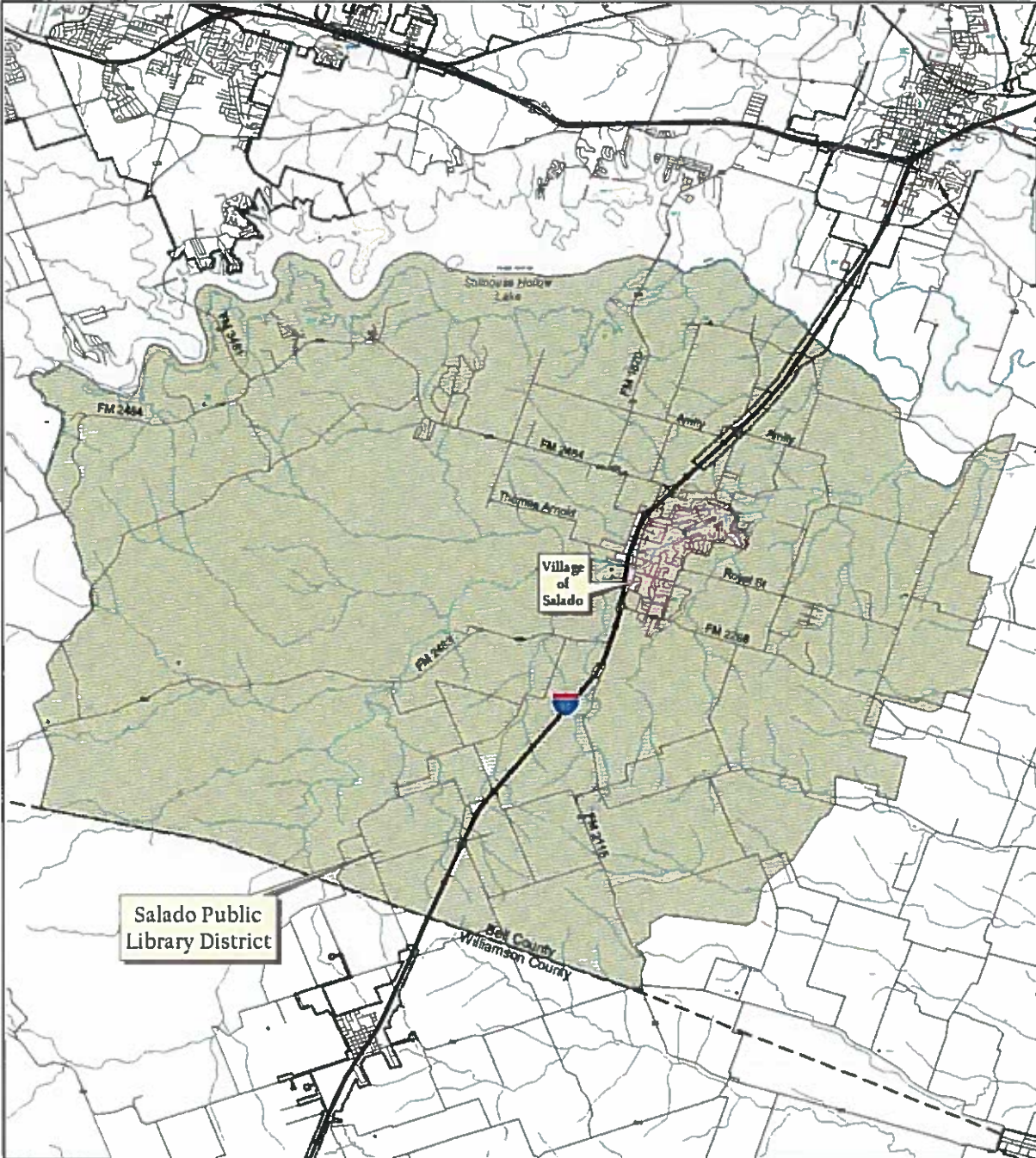
THE SALADO PUBLIC LIBRARY DISTRICT & THE SALADO LIBRARY

The Village of Salado is part of the Salado Public Library District (SPLD), one of nine such districts in the state of Texas. In 1997, the State Legislature passed a law allowing for the creation of library districts by voters in areas not already served by public libraries. In May of 1998, voters within the boundaries of what is now the SPLD approved the establishment of the District by a nearly two-to-one margin. The Salado Public Library District area, shown on *Figure 6-2*, is that same as that of the Salado Independent School District. At the same time, voters also approved a one-half percent sales tax to finance library services within the District. This sales tax is collected from businesses within the SPLD (including businesses within the Village of Salado).

The District has a much larger geographic area than the Village of Salado, and also has much larger population, serving an estimated area population of approximately 5,469 people. The SPLD is governed by a Board of Trustees with five members who are elected by District voters. The District receives no financial support directly from the Village of Salado municipal government; its income is mainly from the sales tax revenue and, to a lesser extent, from donations and sales of used books.

Salado area residents are provided library service through the Salado Library. The library is located just north of Mill Creek Drive on Main Street within the Village.



As population growth occurs, the SPLD may need to consider a satellite library and/or expanded outreach programs, as discussed below.



Salado Public Library District

Village of Salado

Legend

-  Library District
-  Village Limits

Salado Public Library District

VILLAGE OF SALADO

Plate 6-2



10000 0 10000 20000 30000 Feet

Dunkin, Sefto & Associates, Inc.
February 2004

Outreach Programs

There are several outreach-based programs offered through the SPLD. The librarian in charge of children's services is involved in story-telling at local day-care centers and at the Salado elementary school. Different types of special-interest classes are also offered, such as classes about computers and genealogy. In addition, there has been a summer reading program for children that has been successful. Programs on bird-watching, astronomy, and gardening are in the process of being established.

In the past, the SPLD's bookmobile program, which involved a vehicle that carried books to low-income neighborhoods, was not successful. Another type of outreach program that may be successful in the Salado area, however, is providing reading materials to senior citizens that may have difficulty visiting the Salado Library. That is, a bookmobile program could be established that delivers books to seniors in their homes. Purchasing a vehicle to provide this service is likely beyond the budget of the SPLD, however, volunteers (or maybe staff) could provide this service in their individual vehicles, at least to initiate the program. The Salado Library's book catalog is already available via the internet, and seniors could simply request the delivery of particular books.

The remaining question, however, is whether there is much of a need for such a service. The Salado area does have a large population of retirees, but whether there are many people with mobility challenges is unclear. The Salado Public Library should consider sending out a survey to assess the desire and need for a bookmobile program for seniors prior to establishing such a program.

THE SALADO CIVIC CENTER & RELATED SITE

The Civic Center, like many buildings and sites in Salado, has a rich history. The site was once the location of the home of a long-time local family⁶¹. Donated by a family member to the Salado public school system in the early 1900's, the home had to be demolished to make room on the site "for the new school building which was constructed in 1924...In 1993, after years of disuse, the red brick building was renovated to become a community center."

The site is approximately 4.3 acres in size and is still owned by the Salado Independent School District (SISD). In addition to housing the SISD administrative offices, Bell County leases office space on the Civic Center for the Precinct 2 Justice of the Peace and Constable. There is also an auditorium within the building that is used for larger seminars, presentations, and local theater productions. In addition, there is a public restroom in the Civic Center.

⁶¹ Institute for Humanities at Salado Website, History of Old Salado link, ADDRESS www.salado-institute.org/aboutsalado.html

SENIOR CENTER

Many people have chosen Salado as a place to retire, and subsequently, there is a large population of senior citizens. The Salado area was categorized as a Census Designated Place (CDP) for the purposes of gathering data for the 2010 U.S. Census. According to the 2010 U.S. Census, approximately 29.2 percent of the population of the Salado CDP was over the age of 65.

A public facility that could be utilized for meetings and social events for senior citizen groups would help the Village further serve this unique segment of its population. Currently, the Salado Civic Center is used by some of these types of groups. However, as additional municipal services are expanded, an additional facility for senior citizens should be considered.

SALADO ART & CULTURAL DISTRICT

The Salado Art and Cultural District is a district designated by the Texas Commission on the Arts. The District is a special zone that harnesses the power of cultural resources to stimulate economic development and community revitalization. Goals of the District include: attracting artists and cultural enterprises to the community; encouraging business and job development; addressing specific needs of the community; establishing tourism destinations; preserving and reusing historic buildings; enhancing property values; and fostering cultural development. The District encompasses largely the Main Street Corridor and adjacent areas. The Salado Public Arts League works with the Village in a partnership to maintain the District in accordance with State guidelines.

PUBLIC PARKING

The Village should develop and maintain public parking areas, both on-street and off-street, in high traffic areas such as Main Street and Royal Street, for use by visitors and residents. These parking areas should be adequately signed, lighted and be fully accessible. In addition to publicly owned parking areas, the Village should explore potential public private partnerships to provide adequate public parking.

Current & Future Needs Related to Water & Wastewater

Planning for and providing water and wastewater services is an important public health, safety, and welfare consideration. Citizens should be secure in the knowledge that they can rely on service and availability. The following is intended to provide a general overview of the current water and wastewater services within the Village of Salado and its ETJ. More detailed analysis may need to be initiated in the future as funds become available.

WATER SERVICE

The Salado Water Supply Corporation (WSC), which is an independent, self-funded entity, provides water service in the Salado area. *Illustration 6-4* shows the service area of the WSC, which currently provides approximately 2,600 water service connections. According to the engineering study, the Salado WSC has adequate water supply to accommodate 3,600 connections, which is almost twice the number currently served. That said, the Village should work with the WSC to help locate and secure additional water supplies to help meet the Village's future water demands.

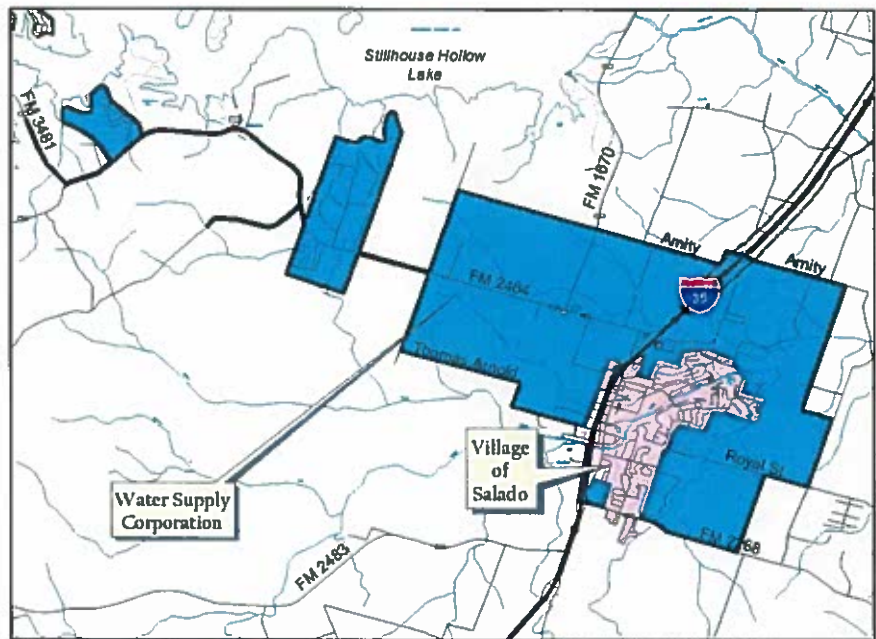


Illustration 6-4
AREAS SERVED BY THE SALADO WATER SUPPLY CORPORATION (WSC)

WASTEWATER SERVICE

Wastewater in a large portion of Salado is not centralized; individual septic systems (also referred to as on-site septic facilities, OSSFs) service approximately 90% of the properties in Salado while the remaining 10% of the properties are served by the Salado Wastewater System - a local centralized wastewater system.

The concern with regard to wastewater is residential and nonresidential development alike. Currently, the Salado Wastewater System has a limited service area, with connections on Main Street, Royal Street, Church Street, Van Bibber, Thomas Arnold Road, and West Village Road. Future expansion of the system will include the Sanctuary mixed use development, located south of the downtown area, as well as future commercial and residential development west of Interstate 35. In areas where centralized wastewater service is available, minimum lot sizes can be smaller allowing for more density in both residential and commercial development. Such will not be the case in areas served by OSSFs, as large minimum lot sizes will be required.

The Village should actively plan for expansion of its centralized wastewater system including, but not limited to, increasing the capacity of its existing treatment plant and construction of an additional treatment plant west of Interstate 35. The Village should advocate the beneficial reuse of treated wastewater effluent, as an alternative to stream discharge, in any future planned treatment plant

expansion and/or new treatment plant construction.

PUBLIC RESTROOMS

The Village should develop and maintain permanent public restroom facilities at several locations on Main Street, Royal Street and in Pace Park. Such facilities should be visible, accessible and located on public property..

In Summary

The recommendations within this Public Facilities Plan are intended to provide general guidance for anticipated future public facility and service needs, as well as for possible water and wastewater service needs. However, detailed architectural evaluations should be undertaken and citizen input should be considered prior to initiating the design of any new facility or modifying any existing public facility. It is recommended that in approximately five years, the Village initiate a detailed public facilities study to determine if the expansion of existing services or provision of additional services has become necessary.

In terms of water and wastewater service provision, the Salado Water Supply Corporation is currently serving the Village and surrounding area with water adequately, and improvements to the system are being made on an as-needed, on-going basis. Wastewater service is largely provided by individualized on-site septic systems. A Village-owned and operated centralized wastewater system provides wastewater service to a limited area. Consideration should be given to expanding the service area of the centralized wastewater system.



PART SEVEN: HISTORIC PRESERVATION STRATEGIES

Introduction

The importance of Salado's historic areas cannot be overstated. The reverence that both Village citizens and leaders have for such areas is apparent in the fact that almost every chapter of this Comprehensive Plan – including the *Guiding Principles*, the *Future Land Use Plan*, the *Parks & Recreation Plan*, the *Public Facilities Plan* – discusses some aspect of how historic structures/sites are respected through the planning process. This part of the Comprehensive Plan, the *Historic Preservation Strategies*, is intended to provide a basis for the *Historic Overlay District* within the Salado Zoning Ordinance and to provide guidance for the continued preservation of historic sites and structures. These strategies are intended to ensure that the Village of Salado's history is preserved, maintained, and honored when making decisions regarding the Village's future.

We want to live in communities that are identifiable and distinct and that have a strong sense of the past and realistic expectations of the future. Buildings were the dreams of our ancestors in brick and mortar. Preserving our ancestors' dreams is not only economically sound, but helps create a sense of community and identity for generations to come.

Continuation from 10/10/00

The Salado Historical Society

The Village of Salado has long been recognized for its rich history. Long before it was incorporated the citizens of the community organized the Salado Historical Society (SHS) with the desire to identify and protect its historical landmarks. Then, with no local governing body and no authority to protect those landmarks, SHS sought legislation from the State of Texas that would give legitimacy and support for its effort. In 1989 the Texas State Legislature passed a resolution that recognized an area of Salado as a historic district. One of the intents of the resolution was to formally encourage builders to voluntarily respect the special historic character of Salado. The Salado Historical Society then appointed a Historic District Committee which established Historic District Guidelines as standards to guide development within the District. Using these non-enforceable guidelines the SHS attempted to preserve and protect the Village's heritage and to ensure that important local historic resources are protected as new development occurs. This was challenging for a number of years due to the fact that the Village was not incorporated until 2000; no incorporated area existed through which zoning regulations could be imposed. As one member of the Historic District Committee wrote in a memo to the Board of Aldermen

in 2001, results of the SHS's efforts were mixed, and:

While most people making improvements within the Village have considered the suggestions and recommendations of the Committee, development is frequently underway before the Committee has the chance to meet with the developer to review Historic District Guidelines. Although the Committee has been able to encourage and to frequently persuade people to comply with the Guidelines, there has been no way to assure compliance or to know, in advance, that development is contemplated.

The Society attempted to maintain and preserve historic structures and property primarily through securing recognized historic status for them. The Salado Historical Society was successful in achieving this for numerous historic resources. Designations were obtained for over 30 historic structures or properties from the Texas Centennial Commission, Texas Historical Commission, and the National Register of Historic Places. The Salado Historical Society remains an active and involved organization.

The Salado Historic Society voluntarily provides the Village with an important service - helping to preserve Salado's history for future generations. The Village should continue to work closely with the SHS in this endeavor. The Village shall require those planning to develop within the *Historic Overlay District* to seek input and recommendation from the SHS on their development plans. This Comprehensive Plan, as well as the ordinances passed by the Village of Salado in recent years, have been initiated and adopted partly in an attempt to preserve the unique historic character of the Village. This *Historic Preservation Strategies* section is specifically written to that end.

The Historic Overlay District

One of the most important features of the Village's adopted Zoning Ordinance is the Historic Overlay District. Based on input from the Salado Historical Society⁷², the Historic Overlay District provides a regulatory mechanism for the protection of historic buildings and sites within Salado. The boundaries of the District are shown in *Figure 7-1*. The following sections list the structures itemized within the Historic District, discuss specific aspects of the regulations themselves, and outline the process of development within the District.

STRUCTURES AND SITES LISTED WITHIN THE HISTORIC OVERLAY DISTRICT

There are numerous structures and sites that are listed within the District that are specifically designated as *Historic Landmarks*. External alterations to any structures listed must be specifically approved by the Village, as will be discussed in detail later within this *Historic Preservation Strategies* document. The structures and sites listed in the Zoning Ordinance are as follows.

⁷² Ibid.

Landmarks Designated by the Texas Centennial Commission, Texas Historical Commission, by the National Register of Historic Places, and/or by the Planning & Zoning Commission and Board of Aldermen:

| | |
|---|------------------------------|
| Site of Alexander's Medical Distillery (Subject Marker) | Center Circle |
| Anderson House and Store | Main Street |
| Armstrong-Adams House | Main Street & Thomas Arnold |
| George W. Baines House | Royal Street |
| Moses H. Denman Log Cabin | Van Bibber Lane |
| First Baptist Church (Subject Marker) | Main Street |
| Captain Robert B. Halley House | Main Street |
| Hendrickson-Caskey House | Center Circle |
| Lenticular Bridge (Subject Marker) | Main Street |
| McKie House – Twelve Oaks | Center Circle |
| Norton-Orgain House | Main Street |
| Major A.J. Rose House | Wm. Rose Way |
| Major Archibald J. Rose (Subject Marker) | Wm. Rose Way |
| Salado Bridge (Subject Marker) | Main Street at Salado Creek |
| Salado Creek Natural Landmark (First in Texas) | Main Street |
| Salado Church of Christ (Subject Marker) | IH 35 |
| Salado College Ruins Archeological Site | Main Street |
| Welborn Barton, M.D. House | Main Street |
| J.M.G. Davis House | Pace Park Road |
| Site of Davis Mill (Subject Marker) | Main Street & Pace Park Road |
| Salado United Methodist Church Chapel | Royal Street |
| Stagecoach Inn | Main Street |
| Levi Tenney House | Pace Park Road |
| Orville T. Tyler House | Main Street |
| Vickery-Berry House | Main Street |
| Granville N. Vickery House | Main Street |
| Barbee-Berry Mercantile Building | Main Street |
| Thomas Arnold High School (Subject Marker) | Main Street |
| Salado Cemetery (Subject Marker) | Baines Street |
| Old Salado Graveyard (Historic Texas Cemetery) | Salado Cemetery |
| Rev. James & Fanny Ferguson (Subject Marker) | Salado Cemetery |
| Captain Robert B. Halley (Subject Marker) | Salado Cemetery |
| Dr. Samuel & Charlotte H. Jones (Subject Marker) | Salado Cemetery |
| Fowler House | Stagecoach Road |
| West Cemetery | West Village |
| Robertson Ranch Plantation | Robertson Road |

Landmarks Designated by the Village of Salado (the Salado Historical Society, Planning & Zoning Commission, and Board of Aldermen):

| | |
|--|---|
| Boles – Aiken Log Cabin | Van Bibber Lane |
| Old Salado Church of Christ | Main Street |
| Hamblen-Aiken Cemetery | Van Bibber Lane |
| First State Bank Building (Grace Jones) | Royal Street |
| Thomas H. Jones Mill Site | Mill Creek Golf Course |
| Stagecoach Inn Log Cabin | Main Street |
| Salado Public School (Old Red School-Civic Center) | Main Street |
| Vickrey-Berry Carriage House | Main Street |
| Hutchens House | Main Street |
| Rose Dipping Vat | Table Rock Walking Trail – Royal Street |
| Methodist Church Chapel | Royal Street |
| White Aiken House | IH 35 Frontage |
| Norwood House | Main Street |
| Norton Organ House | Main Street |
| Guest Sanford Feed and Grain | Royal Street |
| Masonic Lodge | Church Street |
| The Shed | Royal Street |

SPECIFIC ASPECTS OF THE SALADO HISTORIC OVERLAY DISTRICT

One of the primary considerations at the initiation of this comprehensive planning process was the historic character of the Village of Salado. One of the primary ways in which the Village has chosen to ensure that this character is maintained is through the adoption of a Historic Overlay District (HOD) within the Zoning Ordinance.

Similar to other zoning districts, the HOD has various regulations specific to properties located within the boundaries of the HOD. These regulations address issues including, but not limited to, design scale, parking, lighting, signs, architectural compatibility, building size and height. Such regulations should be specific to the HOD and may vary from regulations of similar matters in other zoning districts. The Village shall maintain these regulations, periodically reviewing and updating, as necessary, to ensure the preservation of the historic character of Salado.

Special Oversight Within the Historic District

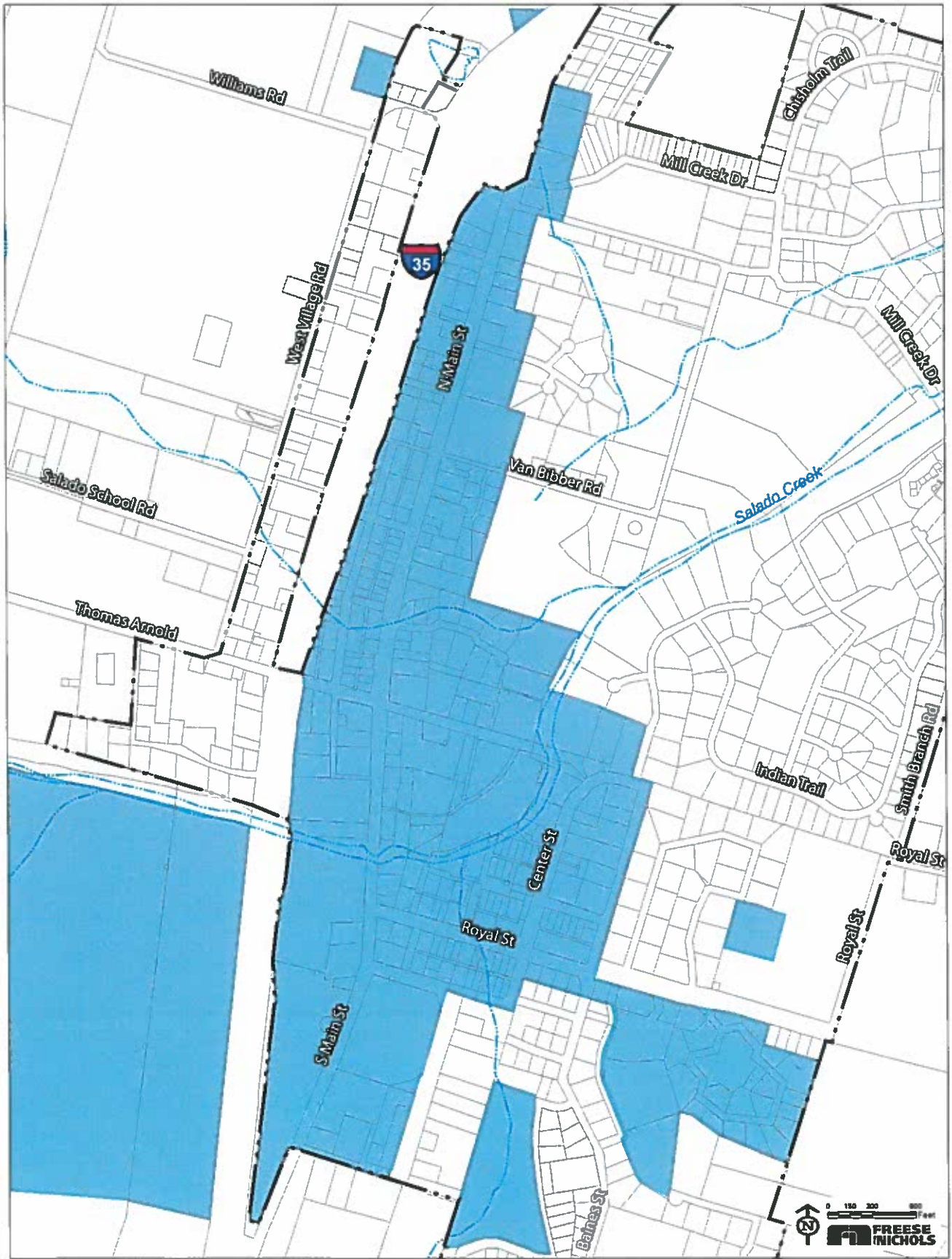
Due to its unique character, the Village shall maintain special oversight regulations. Criteria shall exist to designate new landmarks that have been or are identified in the future as historically significant. Care shall be taken in the permitting procedure for elements relating to the built environment in the HOD. The Village should encourage those planning to develop within the *Historic Overlay District* to seek input and recommendation from the SHS on their development plans.

Programs Available for Historic Preservation Initiatives

While historic preservation efforts are important to maintaining the Village's character and uniqueness, such efforts will likely require funding in the future that the Village of Salado itself cannot directly provide. Recognizing the need for funding, the Village shall pursue granting funding from federal, state, private and non-profit sources to support its historic preservation efforts. Other programs, such as Main Street America, do not necessarily provide monetary help, but provide for 1) increased regulatory protection for recognized areas and 2) assistance with policy-related initiatives relating to historic preservation. The Village should consider participating in such programs to enhance efforts to preserve the unique character and history of Salado.

In Summary

The Historic District of Salado, which is anchored by Main Street, is a unique place, full of historic landmarks, thriving retail shops, bed-and-breakfasts, and people, both citizens and visitors. In order to maintain the Village's historic character, this *Historic Preservation Strategies* part of the Comprehensive Plan has outlined what has been done in the past, for instance the Salado Historic Society's actions, and what is being done in the present, specifically with recent ordinances as well as this planning effort. As a result, for the future three specific recommendations are needed. First, the Village should work closely and actively with the Salado Historical Society – this group has been at the forefront of protecting local historic resources for years, and their expertise and knowledge will be valuable as the Village continues in its goal of preserving historic resources. Second, the Village should work closely with other local groups that have similar ideals in terms of historic preservation; in working with these groups and with the Salado Historic Society, the Village may be able to apply for and receive grant funds for historic preservation efforts in addition to those that the Village may be able to secure on its own. This leads to the third recommendation, which is that Salado should maintain a list of preservation-related projects that could be pursued and then should review the discussion of available grants herein, especially those which do not require matching funds; the Village should then apply for grants either on its own or as a joint effort with other civic groups. Application for some grants listed may also require that Salado become a member of a specific organization, and this should be part of the review process of the grants. Following these recommendations, the Village of Salado will be able to proactively preserve its historic resources, not only for the cultural and economic health of the Village but also for future generations.



Proposed
Historic District
Village Of Salado

- Proposed Historic District
- Salado Village Limits
- Streams





PART EIGHT: CORRIDOR DESIGN STUDIES

Introduction

The Village of Salado has a unique opportunity to make a substantial regional impression because of its proximity to Interstate Highway 35. This location means that millions of people travel through the Village each year. Another corridor within Salado, Main Street, is also significant – it is a densely developed historic area that serves as the primary location of the Village’s tourism activities. Interstate 35 and Main Street are extremely different corridors, but are also extremely important to how the Village of Salado is visually perceived. These two corridors will be the primary focus of the discussion herein, which will address ways in which Salado can ensure that its visual appeal reflects the community image that is desired.

Design Considerations Along the Interstate Highway 35 Corridor

Interstate Highway 35 is a major thoroughfare that has the potential to make a major impact in the way in which Salado is viewed, and in turn, on whether travelers want to stop and visit the Village. Design guidelines should be oriented toward the ideal of ensuring that new development contributes to the ideal of being inviting. Some of the development along the Interstate within the Village limits meets this ideal, while some does not. The following sections are intended to provide ways in which to ensure that the Village of Salado will be perceived positively along Interstate Highway 35 and that it will be recognized as the unique community that it really is as new development occurs in the future.

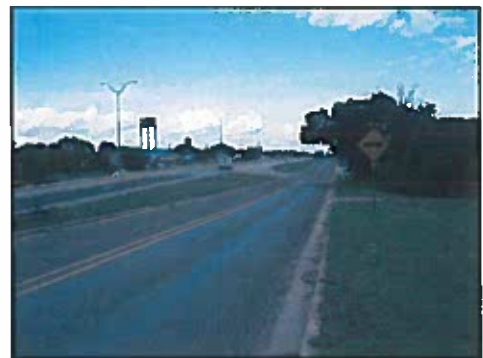


Illustration 8-1
The Interstate Highway 35 Corridor As It Exists Today

NON-RESIDENTIAL BUILDING SIZE STANDARDS

The *Future Land Use Plan* discusses the fact that as the Village increases in population size, there will be an increasing need for larger retail stores. These retail opportunities are different in nature and size than what has developed

previously and what is envisioned to develop in the future in the core area of Salado (page 3.9 of the *Future Land Use Plan*). The core area of Salado that is referred to describes the area along Main Street, which will be discussed in following sections of this *Corridor Design Studies* document. The *Future Land Use Plan* also recommends areas along Interstate Highway 35 for such retail uses, termed *regional retail*.

The visual appeal of the Interstate Highway 35 corridor will not be compromised as long as the regional retail uses that develop are attractively designed; to ensure this, building material and façade articulation standards are recommended herein (page 8.6 and 8.7). Important for the purposes of this discussion is the concept that larger buildings should be permitted to locate along the Interstate. Specifically, structures that are not larger than 30,000 square feet in size should be encouraged. At the same time, however, this would still not permit large “big-box” stores. Larger structures within the Interstate Highway 35 corridor would provide residents and visitors Salado more diverse retail opportunities while maintaining the smaller, more individualized retail core that exists along Main Street.

PARKING AREA STANDARDS

Parking lots in developments located along Interstate Highway 35 should be constructed with concrete. In addition, the number of parking spaces required for businesses along the Interstate should conform to generally accepted ratio standards of square footage to space.

The location of parking lot areas should be another site development element that is considered by the Village. Generally, development along the Interstate would be more attractive if parking lots were located either behind the building or to the side of the building, behind the front building line. This should not be required, however, due to the fact that site constraints often eliminate the ability to located parking areas in this manner. The City should consider providing incentives for parking areas to be placed to the side or the rear of the primary on-site structure to enhance the view of the development from the street. An example of an incentive would be to require a reduced number of parking spaces, reduced amount of landscaping, or a reduced front and/or side yard.

OPEN STORAGE AREAS

Open storage areas are generally defined as areas where goods and materials are displayed or stored outside a building for more than 24 hours. Such areas should be permitted as part of developments along Interstate Highway 35. However, given the fact that such areas detract from the positive community image that the Village desires to portray, open storage areas should be screened from public view with a masonry screening wall or a vegetative buffer that is at least six feet in height. The term “from public view” in this case means that such areas should not be visible from any public street or from adjacent property. In addition, requiring screening walls for open storage would be ineffective if the materials were stacked above the height of the screening wall. Therefore, open storage materials should not be

permitted to be stacked above the height of the screening wall.



Illustration 8-4
Example of a Large Setback Between Non Residential &
Residential Uses

SITE LAYOUT STANDARDS

To ensure minimal adverse impacts on single-family homes in proximity to the Interstate Highway 35 corridor, there should be an increased setback for retail developments that are over one story in height and that are adjacent to single-family uses. Also, although parking areas should be permitted within required front and side yard setbacks, parking to the side and rear should be encouraged as stated previously. Landscaping should be located within setbacks, and there should be a landscape buffer of at least five feet directly adjacent to the Interstate frontage road. These recommendations not only

contribute to better aesthetics, but also to minimizing adjacency conflicts between land use types and to safety by creating less visual congestion for drivers on the frontage roads.

Design Considerations Along the Main Street Corridor

NON-RESIDENTIAL BUILDING SIZE STANDARDS

The *Future Land Use Plan* discusses the fact that in the core area of the Village, a maximum building size should be established. The basis of this is that structures within the Main Street corridor should be smaller in scale to ensure consistency with the pedestrian-oriented environment and with existing structures/development. It is therefore recommended that structures be designed to be a maximum of 6,000 square feet (total, not just footprint) and not more than two stories in height. This size would allow for a few larger buildings on sites that are able to accommodate slightly larger buildings, but would ensure compatibility with buildings along Main Street today.

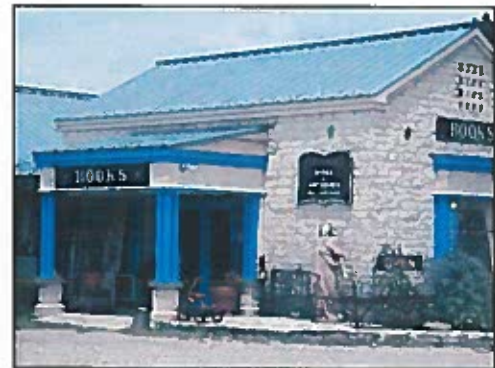


Illustration 8-5
Example of a Small Shop in Salado

PEDESTRIAN ORIENTATION

Main Street is intended to remain the high-traffic, low-speed pedestrian-oriented corridor that it is

today. Therefore, design considerations for future development along Main Street should include how pedestrians are accommodated by the new development or by changes to a site with an existing structure. Such considerations should include pedestrian access from parking areas to the main building(s), pedestrian access within the site (from building to building, from a building to an open space area, etc.), and pedestrian access to adjacent sites. In addition, pedestrian-oriented site amenities such as street furniture and public spaces (gazebos, fountain areas, etc.) should be encouraged.



Illustration 8-6
A Shop in Salado With Benches for Pedestrians

LAND USES

As stated in the *Future Land Use Plan*, Salado is known statewide for its unique retail opportunities, which are generally concentrated along Main Street. People can shop there, stay overnight at the Stagecoach Inn or a bed-&-breakfast, eat at a local café or restaurant, and gather for community events and festivals all in the heart of the Village of Salado. In order to enable people to experience this diversity of activity in one place, a mixture of land use types have developed over the years. Therefore, unlike the generally singular land uses that have been and will develop along the Interstate corridor, the Main Street corridor should continue to develop with a mixed land use pattern.

PARKING AREA STANDARDS

As discussed in the Historic Preservation Strategies part of this Comprehensive Plan, parking along Main Street is a continuing challenge. Regardless of the fact that Main Street is and should continue to be pedestrian-oriented, the retail and office land uses that are located along it need to have parking areas in close proximity. However, a typical ratio of parking spaces to square footage is not applicable to the uses along Main Street as it is along the Interstate. In addition, the use of large concrete parking areas would be inconsistent with previous development. Therefore, recommendations for parking along the Main Street corridor are that on-street parking should be permitted, a reduced ratio of parking spaces to square footage should be used. In addition to concrete and asphalt gravel, decomposed granite or pavers should be permitted for small parking area surfaces. There should be a shared parking provision to reduce the amount of parking required and to maximize the amount of development that can occur.



Illustration 8-7
Gravel Parking Should Be Permitted

OPEN STORAGE AREAS

Unlike development along the Interstate Highway 35 corridor, open storage areas (as defined previously) should not be permitted in the future along Main Street. Stacks and groupings of large, unsightly materials will detract from the unique ambiance experienced in historic Salado. Existing businesses with open storage areas should be permitted to continue to have them, although the storage areas should not be enlarged.

SETBACK STANDARDS

Setback requirements along Main Street should be as small as possible while still ensuring safety. Many of the sites that were previously developed, including some that are designated as historical, have little to no setback from Main Street. Therefore, a setback of five feet from Main Street would likely be adequate. In addition, to ensure fire safety there should be a minimum separation between buildings of at least 10 feet. There is no need for any additional setbacks between retail and single-family land uses – this is due to the desire for a dense, mixed land use pattern along the Main Street corridor.



Illustration 8-B
A Shop in Salado That Has a Small Setback

Design Guidelines Along Both IH 35 & Main Street

BUILDING FAÇADE MATERIALS

One of the ways in which the Village can set itself apart along Interstate Highway 35 is to require that certain materials be used for the exterior walls of buildings. Often, communities find that their highway frontage areas are consumed by non-residential structures with unattractive, prefabricated metal walls or flat, untextured concrete walls. Communities across the state that have enacted strong standards to prevent this stand out from the rest.

Main Street is another area in which building façade materials are important to Salado's visual quality. The time span of development within this corridor has led to a diversity of materials that is unique and cannot easily be replicated in terms of standards. However, it is important for new development to be compatible and to add to the visual appeal of Main Street, and therefore, façade materials standards are needed

FAÇADE ARTICULATION

A specified requirement for building articulation should be incorporated. Architectural variation of the exterior walls of any structure visible from:

- Interstate Highway 35 should be provided for all nonresidential structures 30,000 square feet in size or greater. The variation should be at least three feet in depth for every 25 feet in vertical or horizontal length. Nonresidential structures less than 30,000 square feet should incorporate architectural variation of at least one foot in depth for every 10 feet in vertical or horizontal length.
- Main Street should be provided for all structures. The variation should be at least three feet in depth for every 30 feet in vertical or horizontal length.

OUTSIDE DISPLAY

Outside display is differentiated from open storage due primarily to the more temporary nature of outside display. Outside display areas are defined as areas for the temporary display of retail commodities and



Illustration 8-12
Example of Outside Display

goods for the purpose of sale outside of an enclosed building; commodities and goods generally do not remain outside overnight, although some seasonal display items (e.g., Christmas trees) may occasionally. Many types of retailers have outside display areas, including both the larger retail that is anticipated along the Interstate corridor as well as the small-scale retail that exists and is encouraged in the future along Main Street. Outside display areas are often located in parking areas or immediately in front of

retail shops. It is therefore recommended that in connection with any permitted use, outside display should be allowed as an accessory use within both the Interstate Highway 35 corridor and the Main Street corridor. Related requirements should consider elements such as unobstructed pedestrian access, limitations on the distance such areas can be from the main use, and maintenance of materials (i.e., display is neat and orderly, etc.).

SPACING OF NON-RESIDENTIAL DRIVEWAYS

Minimum spacing distances between driveways along Main Street, the frontage roads of Interstate Highway 35, and any other applicable Village roads should be required. Provisions within the Village Subdivision Ordinance regarding the spacing of driveways from intersections do not fully address the adverse affects on mobility that can occur with too many driveways along highly trafficked roadways.

Therefore, it is recommended that the Village require minimum driveway spacing standards.

SHARED NON-RESIDENTIAL DRIVEWAYS

Shared driveways along the frontage roads of Interstate Highway 35 should also be required. Adjacent developments should make provisions to share driveway access points by constructing the driveway(s) in such a way that it can be shared by an adjacent development - this would mean locating the driveway(s) at the side property line(s). Areas that are already densely developed will not likely be able to do this, but new developments may be able to utilize driveways of adjacent existing development (by widening, etc.). Uses that require two driveways by current regulations should construct both at either property line so that they are or can be shared at both access locations. Uses that require more than two driveways by current regulations should construct at least two driveways such that they are or can be shared.

CROSS-ACCESS BETWEEN DEVELOPMENTS

Another way in which to provide for increased mobility of the specified roadways is to require cross access between developments along the Interstate Highway 35 frontage roads. This would help alleviate the need for drivers to enter onto one of these roadways in order to drive to an immediately adjacent development. Mutual access agreements between adjoining properties should be required.

GENERAL SIGN GUIDELINES

Signage is one of the most visible elements of urban development. While the proliferation of signs along a roadway can contribute to visual clutter, moderate use of attractive, well-designed signs can contribute to a visually cohesive streetscape. The regulation of signs within Salado is important to its image within high traffic corridors such as Interstate Highway 35. Without regulation of signage, the IH 35 corridor could become visually unattractive, which could in turn negatively impact Salado's ability to entice tourists to exit the highway and take a closer look at Salado. In addition, signage along Main Street should add to the historic ambiance of the area; therefore, regulation of certain sign characteristics such as size and material is important to maintain the Village's character along Main Street.

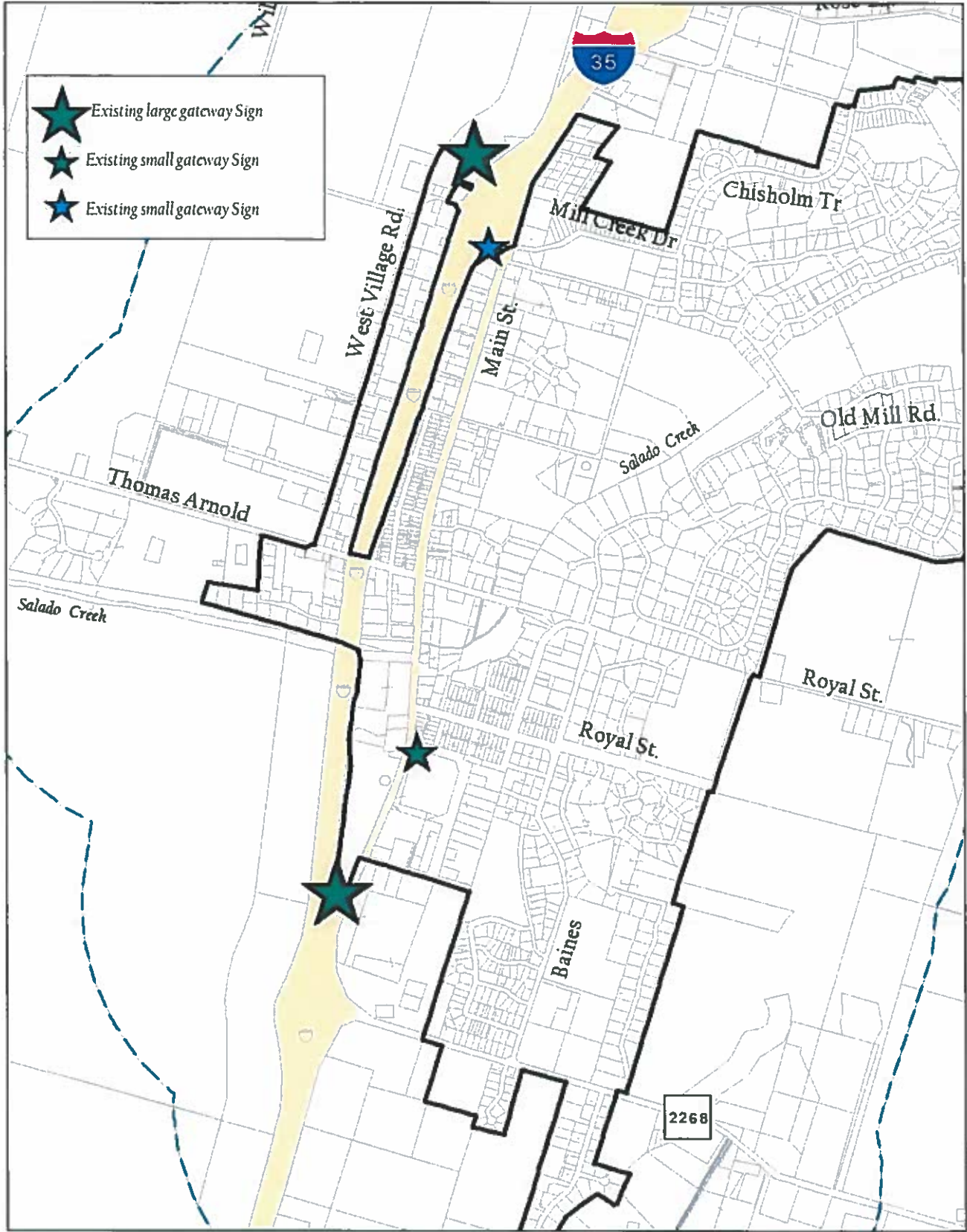


Illustration 8-16
Existing & Potential Gateway Locations

GATEWAY SIGNS

Well-designed, visible gateway treatments placed at the strategic locations would provide citizens of and visitors to Salado with a visual image of the geographic location of the City, thereby effectively and clearly defining the Village's identity. Establishing gateways would help people to further differentiate Salado from other communities located along the Interstate. The Village has already recognized the benefits of gateway signs – two signs already exist on Interstate 35 and one sign exists located at the intersection of Mill Creek Drive and the Interstate Highway 35 frontage road.

These gateway treatments should have a consistent design so that a particular image becomes associated with the Village. The current gateway treatment is simple, yet attractive. It is therefore recommended that future gateway signs be based on the existing one, but that their size be varied based on the speed of the traffic intended to view it.



Illustration 8-15
Gateway in Salado

In Summary

The Village of Salado has two distinct areas where its community image is and will continue to be most visible – along Interstate Highway 35 and along Main Street. These areas are extremely different but are also extremely important in terms of how the Village of Salado is visually perceived. The recommendations made herein are intended to help Salado ensure that its visual appeal reflects the community image that is desired as future development and redevelopment occurs.



PART NINE: COMMUNITY LIVABILITY GUIDELINES

Introduction

The words *community* and *livability* are difficult to define, perhaps primarily because they mean different things to different people. While a dictionary can define these words or variations thereof (as shown at right), it is the connotation of such words and the feelings they convey that cannot easily be expressed. A *community* can be described by its geographical configuration - the sense of belonging that people often associate with their community area is not easily expressed. *Livability* can be described in relation to quantifiable quality of life factors - the true livability of a community that is enjoyed by residents is difficult to measure. This element of the Comprehensive Plan is intended to identify aspects of neighborhoods that have historically been related to the continued quality of neighborhood areas, aspects which can enhance the community livability of Salado in the years to come as new residential development occurs.

Definition of COMMUNITY:

1. A group of people living in the same locality and under the same government. 2. The district or locality in which such a group lives.

yourDictionary.com

Definition of LIVABLE:

1. Fit to live in 2. Worth living

Definition of LIVE:

1. To conduct ones' existence in a particular manner 2. To pursue a positive, satisfying experience

Dr. James and Hermon Dictionary of the English Language

Design Considerations for New Residential Development

The design and character of residential neighborhoods is an important component of the community's overall urban design. As more property is developed into residential subdivisions, such design factors as the provision of open space, adjacency issues, screening, and landscaping, as well as the design layout of the subdivision itself, will be critical to the perception of the Village's residential neighborhoods. While the community clearly must provide developers with options appropriate to the marketing of their subdivisions, the community must also strive to maintain some continuity between different residential subdivisions.

Description of LIVABLE COMMUNITY:

Livable communities are places where the young and old can walk, bike, and play together; where historic neighborhoods are preserved; where farms, forests, and other green spaces are protected; where older neighborhoods can thrive once again.

A livable community has safe streets, good schools, and public and private spaces that help foster a spirit of community.

Federal Highway Administration Website

The vast majority of the existing homes and residential areas in the Village of Salado are

characterized by high-quality development. New residential subdivisions need to contribute to the high quality of Salado's neighborhood areas. Future residential development should include positive design elements that will add value, both aesthetic and monetary, to the homes constructed within them. These concepts related to Salado's future neighborhood areas are addressed within this part of the Comprehensive Plan.

GENERAL CHARACTERISTICS OF RESIDENTIAL NEIGHBORHOODS

Typical Neighborhood Layout

Illustration 9-1 shows a typical neighborhood layout. This layout generally represents the way in which residential areas are protected or buffered from thoroughfares and nonresidential uses. Major thoroughfares serve as the boundary of the neighborhood. Collector streets provide primary access through the neighborhoods and are generally not continuous, but instead are offset within the interior of the neighborhood, which discourages cut-through traffic. Natural features such as creeks or floodplains are made part of the residential area, and park or open space features provide recreational amenities within walking distance. Residential lots do not front directly onto major or collector roadways, rather they back to them. Cul-de-sacs are used to provide access to residences from interior streets, not directly from the major roadways. Convenient retail areas and various other facilities, such as churches, are also appropriate as part of a typical neighborhood.

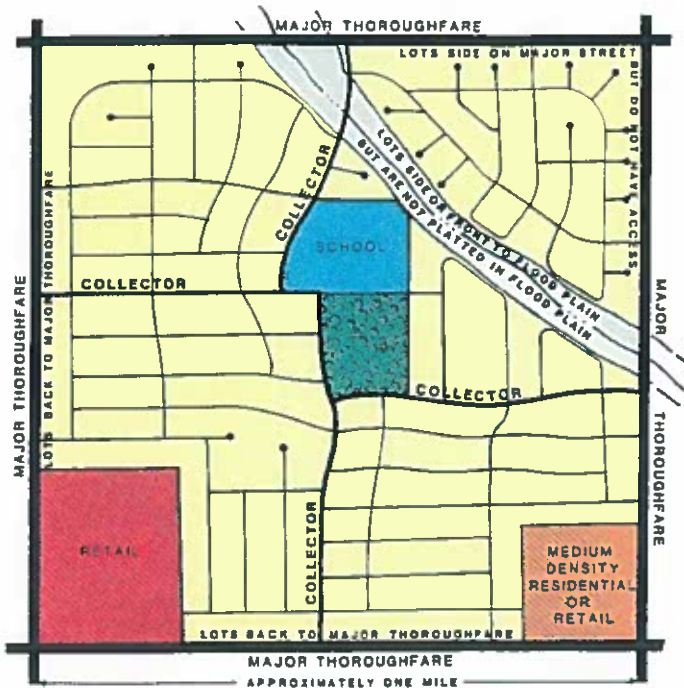


Illustration 9-1
A Typical Neighborhood Layout

its ability to attract new residents and thousands of visitors each year. This discussion regarding the typical neighborhood layout is not presented here to encourage Salado to become a cookie-cutter community. Rather, it is presented so that Village leaders can be informed about the general characteristics that a neighborhood should have. This will in turn help them make decisions about new residential development proposals and their contribution to Salado in the long-term. In general, new residential areas within the Village should have some of the following features:

The word *typical*, however, does not generally apply to the Village of Salado.

Its uniqueness has been a major aspect of

- ◆ Major thoroughfares in proximity to but on the outside of the neighborhood area;
- ◆ Parks and/or open space areas;
- ◆ Accessibility for vehicles as well as for pedestrians/bicyclists;
- ◆ Strategic placement of retail uses and other appropriate nonresidential uses within or on the periphery of the neighborhood area.



Illustration 9-2

Attractive Homes In a Salado Neighborhood

General Guidelines Related to Quality

There are additional characteristics related to the quality of residential neighborhoods that should be considered by the Village. Some of these characteristics are addressed in the Village's ordinances. Others should be considered for inclusion.

- ◆ **SIDEWALKS:** Pedestrian concrete walkways that are at least four feet in width should be provided in all new residential developments on both sides of all interior streets.
- ◆ **CURVILINEAR STREETS:** At least 50 percent of the all interior streets within a new residential neighborhood should be curvilinear in design. This will help ensure that traffic travels at a low rate of speed through neighborhoods in Salado.
- ◆ **TREES:** Trees have been proven to add value to residential property⁹¹. Street trees placed at consistent intervals along internal streets would ultimately result in an aesthetically pleasing view throughout the neighborhood. In addition, the Village should limit where and when large trees may be removed by requiring oversight of such removal.
- ◆ **ADEQUATE ROOF PITCH:** There are many different ways to ensure that individual housing units are constructed to a high quality. One such way is to require a minimum roof pitch. A minimum standard of 6-to-12 (rise-to-run) should be established for roof pitches on new single-family units.
- ◆ **HOMEOWNERS ASSOCIATIONS:** When a neighborhood provides amenities that are not intended to be dedicated to the Village of Salado for public use, such as private streets, a private recreation facility, and/or landscaped entry features, a property owners or homeowners association should be established. Such an association would be responsible for the perpetual maintenance of the amenities. This will help to ensure that the Village will not incur the cost of maintaining amenities that serve only a single neighborhood area.

These items have been addressed within current Village ordinances.

⁹¹ Benefits of the Urban Forest Center for Urban Forest Research, Pacific Southwest Research Station, USDA Forest Service, Davis, California. ADDRESS <http://www.ci.atherton.ca.us/pdf/tcwebMay01.pdf>

These items have not yet been addressed within Village ordinances.

- ◆ **TWO-CAR GARAGES:** All new single-family residences should have a garage that provides space for at least two cars; driveways should also be long/wide enough to provide off-street parking provisions.
- ◆ **SIDE- OR REAR-FACING GARAGES:** Many residential developments have houses constructed with all garages facing the street, which can result in the garage becoming the predominant architectural feature of the neighborhood. This is especially true for small-lot development, in which lots tend to have smaller front yards, and therefore shorter driveways. To provide market choice while avoiding garages becoming predominant, a certain percentage of the overall number of lots should have residences situated such that garages face to the side or rear of the house.
- ◆ **CONNECTIONS TO THE VILLAGE TRAIL SYSTEM:** The recommended trail system is discussed at length within the *Parks & Recreation Plan* (Part 5) of this Comprehensive Plan. New neighborhoods should both contribute to and provide access to this trail system. For example, the Village should consider requiring at least two access points to a designated trail segment for every 75 lots developed.
- ◆ **NEIGHBORHOOD ENTRANCE SIGNS:** Entranceways into neighborhoods can help provide individual neighborhood identity, image, and character. Either a freestanding sign or a wall plaque attached to a masonry screening wall at the main entranceway into the neighborhood should be allowed and encouraged, in cases where there is an established neighborhood or homeowner's association which shall be responsible installation and maintenance of the sign or wall plaque. Standards for the perpetual maintenance of the entranceways, which should be the responsibility of a neighborhood association, should also be outlined.

RESIDENTIAL DEVELOPMENT IN RELATION TO ADJACENT THOROUGHFARES

One of the most important aspects of *Illustration 9-1* (page 9.3) is that major thoroughfares bound the residential neighborhood area and residential lots do not front onto such thoroughfares. Major thoroughfares typically attract large volumes of traffic, and fronting residences on major thoroughfares (*Illustration 9-3*) will reduce efficiency of the thoroughfares due to the number of driveways, curb cuts and cross-streets, as well as the possibility of on-street parking in front of the houses. Fronting lots onto major roadways also tends to present aesthetic and noise problems for area residents due to large amounts of traffic passing in front of homes. Of equal importance is the safety factor when area residents must back their vehicles onto a major thoroughfare to leave their homes. Additionally, no space is typically provided along major thoroughfare for parking in front of

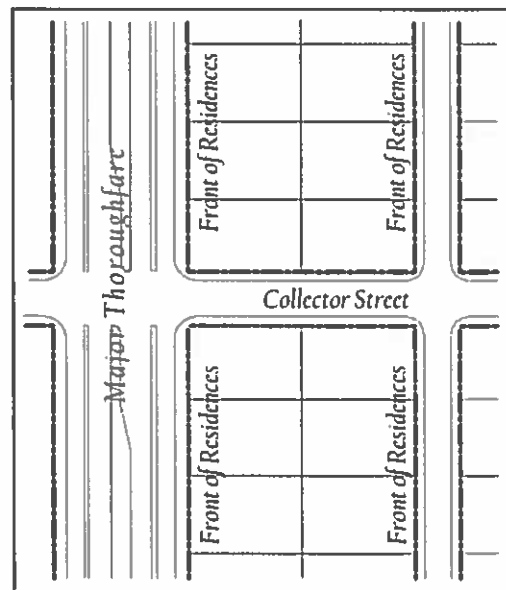


Illustration 9-3

Lots Fronting on a Major Thoroughfare - Not Recommended

residences, which is generally needed to serve the needs of visitors to the home, deliveries to the home, and the like. Also, when a subdivision's layout produces lots fronting onto a major thoroughfare, there is ultimately pressure later on to convert these residences into retail or commercial land uses. While this has worked in Salado's favor in the past as evidenced by the success of Main Street, the conversion process that has occurred there is the exception rather than the norm; such conversion does not usually work so effectively.

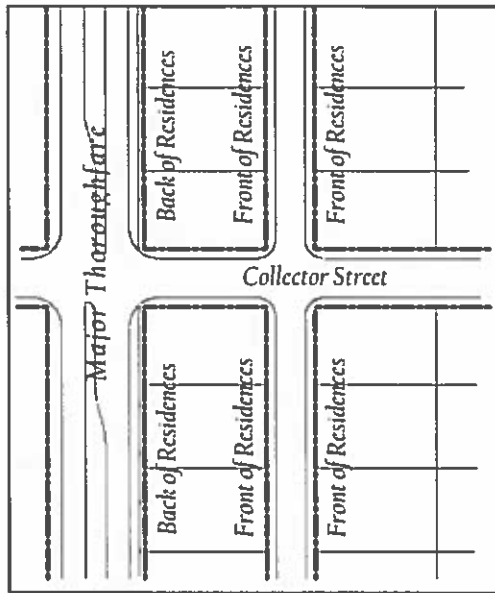


Illustration 9-4

Lots Backing on a Major Thoroughfare - Recommended

A preferred approach is to configure residential lots so that residences either back or side onto major streets. This tactic enhances neighborhood security and minimizes negative traffic impacts upon the surrounding major thoroughfares. The careful treatment of subdivision design adjacent to future major thoroughfares will contribute to the safety and capacity of the thoroughfares. It will help to protect adjacent residential properties from the negative influences of these roadways, and from pressures to convert residences into nonresidential land uses in the future.

Illustration 9-4 shows residential lot arranged such that they back onto a major thoroughfare. This is accomplished by fronting residential lots on a parallel residential street. By restricting access and by providing screening and suitable landscaping with an adequate setback between the residential development and the major thoroughfare, it is possible to avoid problems that would be created if all abutting lots had direct access onto the major thoroughfare. Intersections of collector streets or other subordinate roadways should be spaced at adequate distances such that the mobility of the major thoroughfare is not adversely affected. Such street spacing should result in an interior subdivision design permitting access into the neighborhood, but discouraging the movement of through traffic within the residential development.

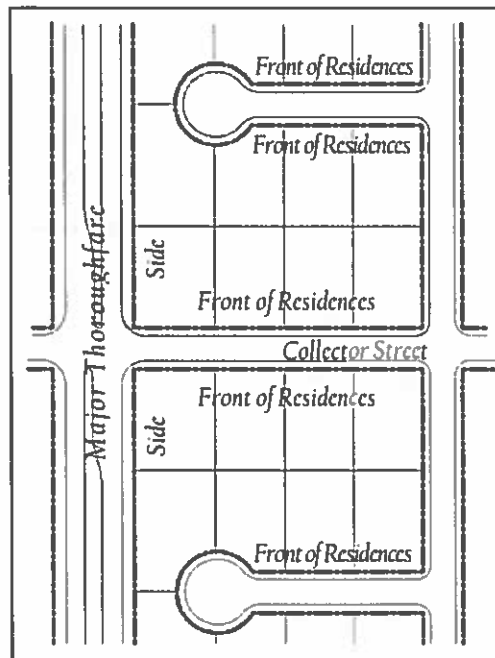


Illustration 9-5

Lots Siding on a Major Thoroughfare - Recommended

Illustration 9-5 shows how short cul-de-sac streets may be used to create lots that do not have direct access onto a major thoroughfare, resulting in lots that side onto the thoroughfare. This technique offers a practical and economical way to protect the capacity of the major thoroughfare, and it also helps to preserve the integrity of the residential neighborhood. The use of cul-de-sac streets alternated with through collector streets that intersect with a major thoroughfare tends to yield an efficient lot layout design. Further, the use of cul-de-sac streets is generally desirable for residents due to minimal

traffic flows.

Given the fact that residential developments can be configured such that lots do not face onto major thoroughfares, it is recommended that the Village review proposals accordingly. This would provide better residential opportunities for new buyers. It would also ensure that the mobility provided by the Village's major thoroughfares will not be unduly affected by residential development.

METHODS OF MITIGATING THE IMPACT OF DEVELOPMENT NEAR SALADO CREEK & ASSOCIATED DRAINAGE AREAS

Salado Creek is an integral part of the Village and is considered to be an environmentally sensitive area. It offers great recreational and scenic opportunities which people have been attracted to for centuries. Much of the remaining vacant land adjacent to the creek will likely be developed as residential. In order to protect the integrity of the drainage system and to reduce the potential for flooding, it is recommended that the Village adopt a policy for designing residential developments adjacent to Salado Creek and related floodplain areas. It should be noted that some of the recommendations related to drainageways and floodplain areas are addressed within the Village's Subdivision Ordinance.

Salado Creek and its related drainageways and floodplain areas can be further preserved by:

- ◆ DESIGNATING THEM AS OPEN SPACE AREAS – As designated open space areas (public or private), they would be incorporated into the park system. This is discussed in detail within the *Parks & Recreation Plan* (Part 5) of this Comprehensive Plan.
- ◆ DESIGNATING THEM AS FLOODWAY MANAGEMENT AREAS – In cases where floodway management areas (FMAs) are dedicated to the Village, the drainage areas would be maintained in a natural condition. That is, little maintenance would be provided except for trash or debris removal that is necessary to ensure that the ability of the area to serve as a drainageway is preserved. Salado would still benefit from the conservation of open space that such management areas, by their nature, provide.

As the vacant areas within the Village continue to develop, the potential for flooding will increase due to higher stormwater runoff volumes from impermeable surfaces. Protection of the floodplain areas and preservation of critical drainageways – Salado Creek – can help to reduce capital expenditures that may be needed in the future to correct problems caused by flooding.

In Summary

The term *community livability* means something different to different people. However, there are often common elements that people can agree on that contribute to community livability. Such elements can

include quality neighborhood areas, parks and open spaces, attractive housing, and natural features such as trees. Also, a consideration in determining community livability is the way in which residential areas are configured. That is, residences should generally be located on secondary streets as opposed to major thoroughfares. In addition, a major element of community livability in Salado is Salado Creek – public access to the creek and to its related drainageways should be considered with new residential development. All of these elements are discussed herein, and recommendations are made accordingly. Implementation of these recommendations will further improve community livability in the Village of Salado.



PART TEN: ECONOMIC DEVELOPMENT PLAN

Introduction

The Village of Salado's uniqueness has been discussed in relation to numerous topics throughout this Comprehensive Plan. The Village's *Economic Development Plan* is no exception – the Plan and its related recommendations must reflect Salado's unique economic development opportunities as well. Usually, an economic development plan assesses 1) new business activity within a community, as measured by increases in employment and expansion/growth of the tax base, and 2) retention and increased viability of existing businesses. In Salado, however, economic development is inherently tied to tourism. With its distinctive environment of bed-and-breakfasts, retailing, and art, with its proximity to Interstate Highway 35, and with Salado Creek, the Village is becoming increasingly well-known as a tourist destination. Current groups and efforts related to facilitating and pursuing local tourism efforts will be discussed within this part of the Comprehensive Plan, as will recommendations for maintaining and improving such efforts.

Identified Principles & Actions

During the establishment of the Interim Comprehensive Plan, several guiding principles and related actions were identified to help guide the planning process. Those applicable to the economic development opportunities in Salado, from *Part Two: Guiding Principles & Actions*, are as follows:

PRINCIPLE 8:

Ensure that economic development opportunities are pursued in order to provide the Village with a solid fiscal outlook as future growth and development occurs.

Action 8.1: Use the positive image that Salado has throughout Texas to increase economic development opportunities, especially those that are tourism-related.

Action 8.2: Establish target uses that are considered to be desirable within the Village.

Action 8.3: Establish ways in which to attract target uses to locate in Salado.

Action 8.4: Establish methods and procedures for finding and applying for grants that may be available from private foundations and government agencies to assist the Village in accomplishing the objective stated herein.

It should be noted that Action 8.4 has been addressed within the *Historic Preservation Strategies* part of this Comprehensive Plan (Part 7). Principle 8 will be used as a guide to address the remaining action items to the furthest extent possible herein.

Entities Involved in Economic Development/Tourism

There are numerous groups involved in marketing and promoting tourism in Salado. Many of these groups work in conjunction with one another. The common goal of each generally is to increase economic development opportunities in Salado by concentrating efforts principally on tourism. Following are the groups most involved in such efforts.

- Chamber of Commerce – The Salado Chamber of Commerce has been in existence since the 1960's. The Chamber, along with the SBA, compiles and distributes marketing brochures and operates a website.
- Salado Business Association (SBA) – The SBA is an active committee of the Chamber that is primarily focused on generating tourism traffic; this group has funds available to it from the Tourism budget to spend on tourism-related efforts.
- The Salado Tourism Council – Created by the Village to investigate the creation of a tourism program in Salado, the Council now serves as the advisory board for the Salado Convention & Visitors Bureau (Tourism Office). The Council oversees the day to day operations of the CVB and makes recommendations to the Board of Alderman concerning budget and marketing programs. The Mission of the Village of Salado Tourism Council is to improve the economic base of the community by marketing Salado as a premier tourism destination to individuals and groups.
- The Salado Convention & Visitors Bureau (CVB) – The CVB was created by the Tourism Council and the Board of Alderman by passing a four percent Hotel Occupancy Tax and hiring the Tourism Director to handle the day to day operations of improving the economic base of the community by marketing Salado as a premier tourism destination to individuals and groups. The CVB makes recommendations to the Council and Board regarding budget and marketing plans and then carries out those plans in the best way possible.

The Salado Tourism Assessment

In January of 2001, the Texas Department of Economic Development's Tourism Division performed an in-depth assessment of Salado's tourism market and potential. The assessment includes information about tourism in relation to the region, the region being Bell County. It also includes a Strengths-Weaknesses-Opportunities-and-Threats (SWOT) analysis. For the purposes of this *Economic Development Plan*, it is relevant to review the findings of the SWOT analysis. Following are the items discussed with explanations provided as necessary.



Illustration 10-1
THE BARTON HOUSE – A DESIGNATED HISTORIC BUILDING IN SALADO

Strengths

- Shopping
- Bed & Breakfasts
- Dining
- Historic Sites
- Festivals and Events
- Civic Center
- Central Texas Area Museum
- Location
- Genealogy – Research materials are available as part of the Central Texas Area Museum, and local historic cemeteries provide additional interest.
- Regional Organizations – Continued participation in regional organizations was recommended.
- Volunteerism

Weaknesses

- Signage – Lack of information regarding tourist sites/areas and visitor information.
- Parking
- Workforce – Concern regarding keeping young adults in Salado by increasing their involvement in tourism.
- Funding – Lack of funding for tourism efforts.

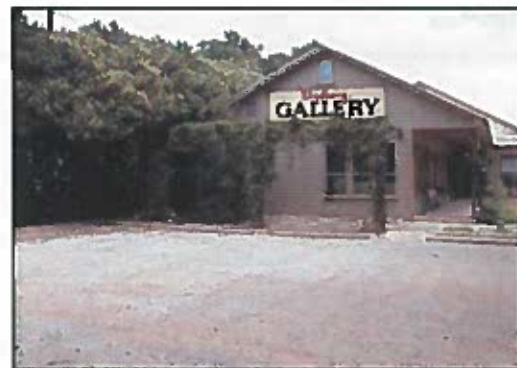


Illustration 10-2
SOME RETAIL SHOPS IN SALADO ARE ABLE TO PROVIDE OFF-STREET PARKING

Opportunities

- Salado Creek
- Historical and Legendary Themes – Two themes were mentioned as being worthy of further development and exploration as a tourist attraction: 1) the Legend of Sirena, which is the story of a maiden that was transformed into a mermaid, and 2) the story of Sam Houston and the Stagecoach Inn.
- Mill Creek Golf and Country Club
- Wildfire Ranch
- Walking Trail at Tablerock Amphitheater – It was recommended within the *Parks & Recreation Plan (Part 5)* of this Comprehensive Plan that a walking trail should be established, and that Tablerock’s trail should be part of a Village-wide trail system.
- Wedding Packages
- Tourism Committee – It was recommended that a committee of shop owners, B&B owners, restaurants owners, and other people that have a vested interest in tourism in Salado be established to set goals for tourism-related efforts.
- Sports Facilities – Current sports facilities would not be able to support a tournament or large event, but with renovation, sports tourism could be an expanded tourism venue in Salado.
- Salado Website
- Historic Cemeteries
- Group Tours
- Cultural Tourism
- Heritage Tourism
- Taking Memories Home – The availability of souvenirs and memorabilia for tourists to take home from Salado is mentioned as lacking.
- Writers Familiarity Tours – The Village or another civic-minded organization would pay writers expenses to visit the area and write an article about Salado.
- Create a 501(c)3 Nonprofit Organization for Tourism
- Marketing Opportunities – What are described are potential marketing opportunities that are either free or relatively inexpensive, including state-sponsored programs and involvement in larger cities’ tourism marketing efforts (i.e., Houston, San Antonio, etc.).



Illustration 10-3
A SBA BROCHURE ABOUT SALADO (From 2002)

Threats

- Local Hotel Taxes – It is recommended that “a happy medium” be found between the Village’s needs in terms of revenue and the desires of the accommodation owners.
- The Annual Art Fair – A lack of consistency from year-to-year is mentioned.

- Community Support – It is mentioned that support for tourism was strong, but that as tourism grew, support might weaken.
- Not Partnering (With other communities in Bell County)
- Big City Flight – This is discussed as a perceived threat and is described as the concern that citizens may have in the future about “big city” people moving into Salado and changing the local culture.

ACCOMPLISHMENTS SINCE THE TOURISM ASSESSMENT

Salado has continued to grow and improve in terms of its tourism-related economic development tourism. Several of the “Opportunities” listed within the 2001 Assessment have been improved upon. Following is a summary of accomplishments made by the Village and other economic development groups.

- The Village adopted of a four percent local Hotel Occupancy Tax (HOT), which is discussed further following this listing;
- The Village created a Tourism Council and the position of Tourism Director to oversee the local HOT funds and develop tourism and marketing strategies.
- The Village continually promotes and fosters the creation of new events sponsored by local organizations through the establishment of a Tourism Grant program. The Village’s Tourism Office has offered guidance and support for these new events, including:
 - Fantasy Faire - September 2002, 2003, 2004
 - Signage, refurbished billboard signs - 2003
 - Web Site improvement - 2003
 - Tour of Artist Studios/Art Lessons - February 2004
 - Chisholm Trail Days in Salado - November 2004
- Salado partners with area communities through the Bell County Tourism Council, which is a marketing co-operative formed by Belton, Killeen, Temple and Salado to promote the entire County, as well as through the Texas Brazos Trail Region and the GIFT (Generating Ideas for Festivals in Texas) program.
- The Village is involved in the Texas Historical Commission’s *Texas Brazos Trail Region*, which promotes heritage tourism by providing marketing tools, education, and encouragement in regions across the state.
- In an effort to provide continuity, the Salado Chamber of Commerce now utilizes full-time staff to produce and direct events with volunteer help.
- The Village coordinates marketing efforts between the Salado Business Association and the Tourism Office to maximize dollars and increase coverage.

- The Village promotes and fosters cooperative marketing efforts (print advertising, direct mail, billboards, e-mail newsletter, website) between Salado businesses and organizations through Tourism Grants and specially funded opportunities.
- Salado was awarded grant funds from the Texas Commission on the Arts, thereby allowing specific funds to be awarded to unique local projects.
- A Salado Initiative Task Force has been created to explore issues with parking and transportation along Main Street and within other visitor areas.
- The Village has made a comprehensive effort to utilize local, state and national calendars of events to list and promote all Salado events.
- Marketing materials have been created that specifically target the *meetings* and *group tour* markets.
- Marketing coverage has been increased to include not only print advertising but also direct sales via consumer shows, meeting planner tradeshows, tour operator tradeshows, and one-on-one sales calls.
- The Village has been involved in coordinating support from lodging facilities, recreation opportunities and special events organizers to promote special weekend packages.

Texas Golfers Tee Off in Salado!



Win a free SALADO GOLF GETAWAY

Win a Salado vacation with dinner for two at the historic Stagecoach Inn, complimentary accommodations in one of Salado's fine lodging facilities, The Gazebo, and rounds of golf for two at a premier Texas hill country course, Mill Creek Golf Resort.



Illustration 10-4
AN ADVERTISEMENT ON THE SALADO CHAMBER OF COMMERCE WEBSITE FOR A SPECIAL WEEKEND PACKAGE

The adoption of the Hotel Occupancy Tax warrants further discussion - this was actually one of the "Threats" items listed in the Tourism Assessment. In the summer of 2002, the Board of Aldermen adopted a four percent Hotel/Motel Occupancy Tax. It was mentioned in the assessment that any such tax should represent a compromise between Village officials and accommodation owners. The adopted tax percentage was generally supported by the local owners of the various bed-and-breakfasts and overnight-stay businesses.

NEW THREATS SINCE THE TOURISM ASSESSMENT

Communities are continually evolving. As discussed, Salado's evolution since the Tourism Assessment was undertaken has involved several accomplishments. However, even with accomplishments, new threats arise. The following represent new factors which have the potential to negatively affect tourism-related economic development efforts, and which the Village of Salado should continue to monitor on an on-going basis.

- Expansion & Construction of Interstate Highway 35 – As was stated in the Transportation Plan, the Village should remain aware of and be involved in any decisions regarding the widening of Interstate Highway 35 and controlling access onto and off of the Interstate. This is a major regional transportation route to and from Salado, and it is in the Village's interest to see that it continues to function as it does currently.
- A Diminishing Volunteer Base – As the Village population grows and there are more services needed, the volunteer base will likely not be sufficient to maintain Village services at the level that they are provided today. However, the use of volunteers is both economical and serves as a way for citizens to be involved in their community. Salado should continue to utilize the volunteerism of local citizenry, and should show its appreciation for volunteer efforts often and visibly.
- Main Street Transportation Issues – Main Street transportation issues have been an ongoing challenge for Salado. Adequate access to retail shops along Main Street is of the utmost importance. Numerous elements related to transportation issues, including parking, pedestrian access (trails), and group transports, are all currently being reviewed, and the Village is in the process of working with economic development groups to determine the best possible ways to address these issues.

Recommendations for Increasing Tourism Opportunities

In order to more efficiently address local tourism and related marketing, the following actions are recommended:

1. Consolidate Groups. The Chamber of Commerce is in the process of consolidating the Salado Business Association (SBA) back into the overall Chamber. This will likely facilitate better communication between the Chamber and other tourism-related entities.
2. Improve Coordination Between Entities. The Chamber, the Tourism Council, and the Convention & Visitor's Bureau should all know what activities each is undertaking. One of the challenges in increasing tourism opportunities in Salado is ensuring that all of the various entities involved in tourism (listed previously within this Plan) are working toward the same purposes. The Tourism Director is currently acting as a liaison between these groups in order to improve coordination.
3. Establish a Common Goal/Direction. A common goal or direction for the maintenance and enhancement of local tourism opportunities should be established. For example, what should the focus of tourism efforts be – should Salado be associated with art shows, antiques, bed-&-breakfasts, heritage tourism, all of these, or some of these principally with others being a minor focus? Getting the groups together to establish a common purpose or goal would help

concentrate efforts that may otherwise be diverted to purposes that are not in keeping with what is generally desired in Salado.

4. **Establish a Target List of New Desired Businesses.** A target list of retail-oriented enterprises that are not currently in the Village or that should be increased in number in order to further add to and diversify tourism opportunities should be established. The Steering Committee that has been involved in drafting this Comprehensive Plan recommends the following target list:

- Day spas,
- Artist/artisan studios and shops,
- Package vacations that include golf (at Mill Creek)
- Traditional hotels
- Fitness facility
- Evening entertainment venues – Examples include restaurants that have expanded nighttime hours, evening concerts at the gazebo at Pace Park, and allowing access to Salado College at night.

In 1980 there were less than three dozen spas in the United States; today there are more than 1,600 — from day spas to resorts with spa options to all-out destination spas.

Source: National Geographic Website, The Spas Life

5. **Expand the Visitor Center.** The Village has established a Visitor Center within the Tourism Office in the Civic Center. This is a good location because the Civic Center is such a noticeable feature along Main Street. However, the VC is not open on the weekends and many tourists are unaware of its existence. Therefore:

- The VC should be open on the weekends – this is when Salado attracts the majority of its tourists and when the information provided by the VC is most needed.
- The VC should be more visible so that visitors are aware of its services. Ways to increase visibility include leaving pamphlets at retail stores, and improving signage, both directional and in front of the VC.
- Website access should be provided to tourists, either at the VC (if it is open on the weekends) or at some other related location. The importance of the Internet in today's society cannot be overstated, and it is an efficient way for visitors to glimpse places in Salado that they may want to explore further.

In Summary

Economic development opportunities are focused primarily on tourism. Tourism in the Village has been so successful due to Salado's unique character and ambiance, which keep new visitors coming and previous visitors returning. Therefore, the Village's *Economic Development Plan* reflects previous efforts toward assessing the local environment for tourism, specifically the Salado Tourism Assessment, which was completed in 2001. Also within this Plan are recommendations for maintaining and improving tourism-related efforts within the unique environment that is the Village of Salado.