

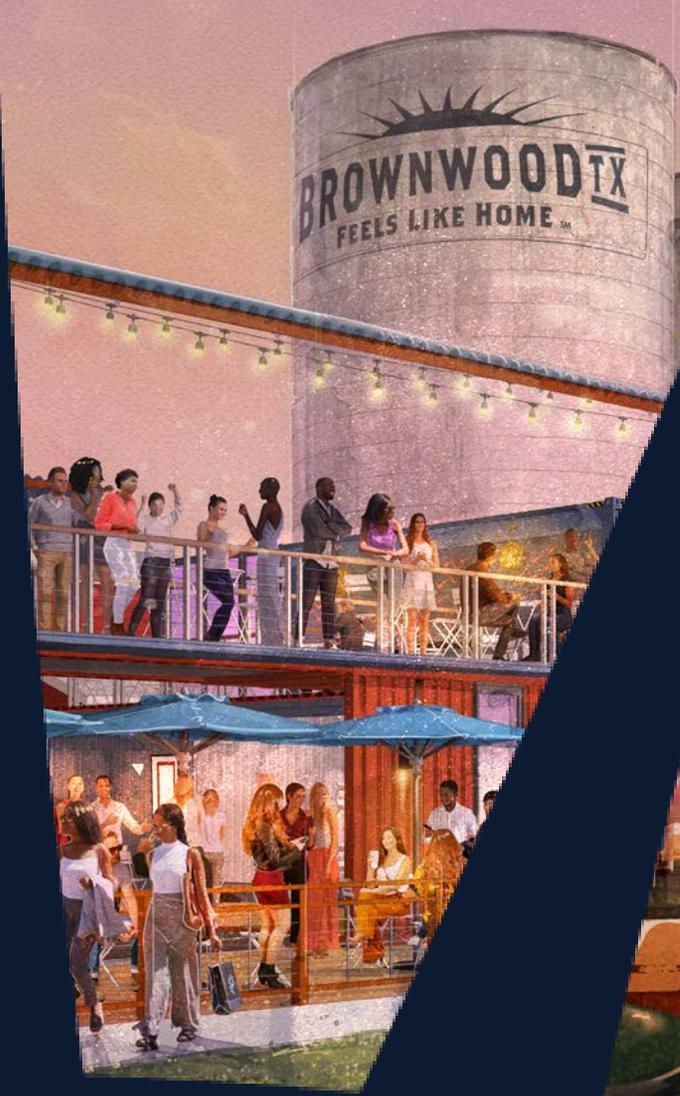


CITY OF BROWNWOOD **DOWNTOWN PLAN**

Adopted March 26, 2024



BROWN
FEELS LIKE



BROWNWOOD TX
FEELS LIKE HOME SM



CENTER AVE

THE REMNANT
THE FLYING HIGH
Let Me Hold Your Hand

ACKNOWLEDGMENTS

Thank you to the City of Brownwood’s elected and appointed officials, the City Staff, residents and stakeholders who provided knowledge, assistance and insight throughout the process of developing this Downtown Plan.

Mayor & City Council

Stephen E. Haynes, Mayor

HD Jones, Council member Ward 1

Ed McMillian, Council member Ward 2

Melody Nowowiejski, Council member Ward 3

Draco A. Miller, Council member Ward 4

Walker Willey, Council member Ward 5

City Staff

Emily Crawford, City Manager

Marshal McIntosh, Deputy City Manager

Ray Tipton, Division Director of Economic Development & Tourism

Tim Murray, Director of Planning & Development

Henry Wied, Division Director of Public Works

Prepared For



Prepared By



STERLING
ILLUSTRATION





TABLE OF CONTENTS

INTRODUCTORY ANALYSIS.....PAGE 10

DOWNTOWN FRAMEWORKPAGE 38

DOWNTOWN MASTER PLAN..... PAGE 64

IMPLEMENTATIONPAGE 130

APPENDICESPAGE 166

Appendix A - Analysis Mapping & Demographics Data.....Page 166

Appendix B - Engagement SummariesPage 178

Appendix C - Opinions of Probable Costs (OPCC’s)Page 224

Appendix D - Code DiagnosticPage 230

ABOUT THE PLAN

The City of Brownwood Downtown Plan is intended to provide an overall strategy and guidelines to further compliment Downtown revitalization efforts. This includes addressing the design of building forms, streets and public spaces. The goal of this document is to present an innovative yet realistic vision and strategy for strengthening Downtown Brownwood as an economic driver for the community.

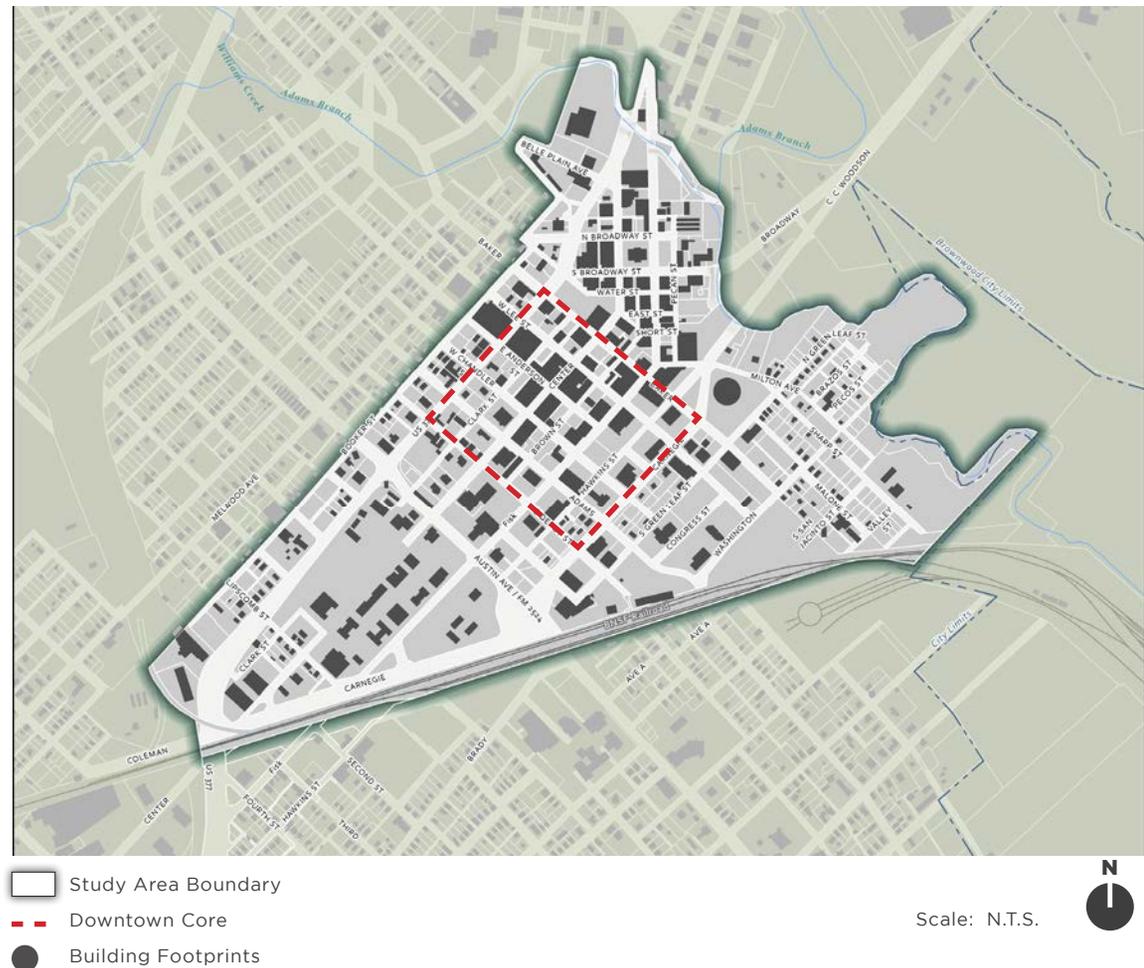
The prior 2003 Downtown Master Plan defined specific districts based on the land uses within the study area, including a Downtown Core. This plan will continue to build on and refine these districts based on current land uses and a vision for future development.



The Downtown study area covers 102 blocks in the northern portion of the City along US 377, which is also known as Main Street. Home to the Brown County courthouse, museums, cultural institutions and Howard Payne University, Downtown is the traditional civic and cultural hub of the community.

While recommendations will concentrate within the study area, they will also consider the periphery to address the transitions and gateways into Downtown.

Map 1. Downtown Study Area





INTRODUCTORY ANALYSIS



DOWNTOWN BROWNWOOD: PAST, PRESENT AND FUTURE

This introductory chapter provides analysis into Brownwood’s past, present and future which forms the basis for the Downtown Plan recommendations that follow. A look into Downtown Brownwood’s past includes its historical context as well as the previous Downtown Master Plan and the implementation successes since its adoption.

An analysis of Downtown’s present conditions covers regional context, community demographics, cultural attributes, economic conditions and market trends. This analysis also includes a series of Downtown-impacting frameworks that examine present-day policy and regulatory frameworks, physical attributes, urban design considerations, and redevelopment opportunities (additional relevant maps are provided in Appendix A). The chapter concludes with a vision and goals for the future of Downtown Brownwood, as generated from stakeholder engagement conducted throughout this planning process.



Pat Coursey Park

DOWNTOWN BROWNWOOD: PAST

STUDY AREA HISTORY

Brown County was organized in 1857 as a sparsely populated county in west-central Texas. Brownwood was originally located on the east side of Pecan Bayou, but moved west to a 60-acre site donated by Greenleaf Fisk in 1870. The majority of the 60-acre site falls within the 102-block study area for the Downtown Plan.

As a small trading center along the western cattle trails, Brownwood grew with the westward spread of the Great Western Cattle Trail and cotton agriculture in the 1870s. Brownwood incorporated in 1884 with two banks, nine general stores, five saloons, two hotels, and steam cotton and grist mills. These structures began what was and is still today the central business district of Downtown Brownwood. The City flourished as a result of the cotton industry and railroad construction. By 1910, Brownwood had become the junction for the Gulf, Colorado and Santa Fe, and Frisco Railways.

Brownwood experienced two dramatic population increases in the first half of the twentieth century, the first stimulated by the oil industry and the second due to the construction of Camp Bowie during World War II. By 1941, the population was 22,479, with some wartime estimates reaching more than 50,000. While this wartime influx had detrimental effects on Brownwood, the City emerged from these years with better streets, improved sanitation and medical facilities, a municipal airport, and a supply of new housing and business units.

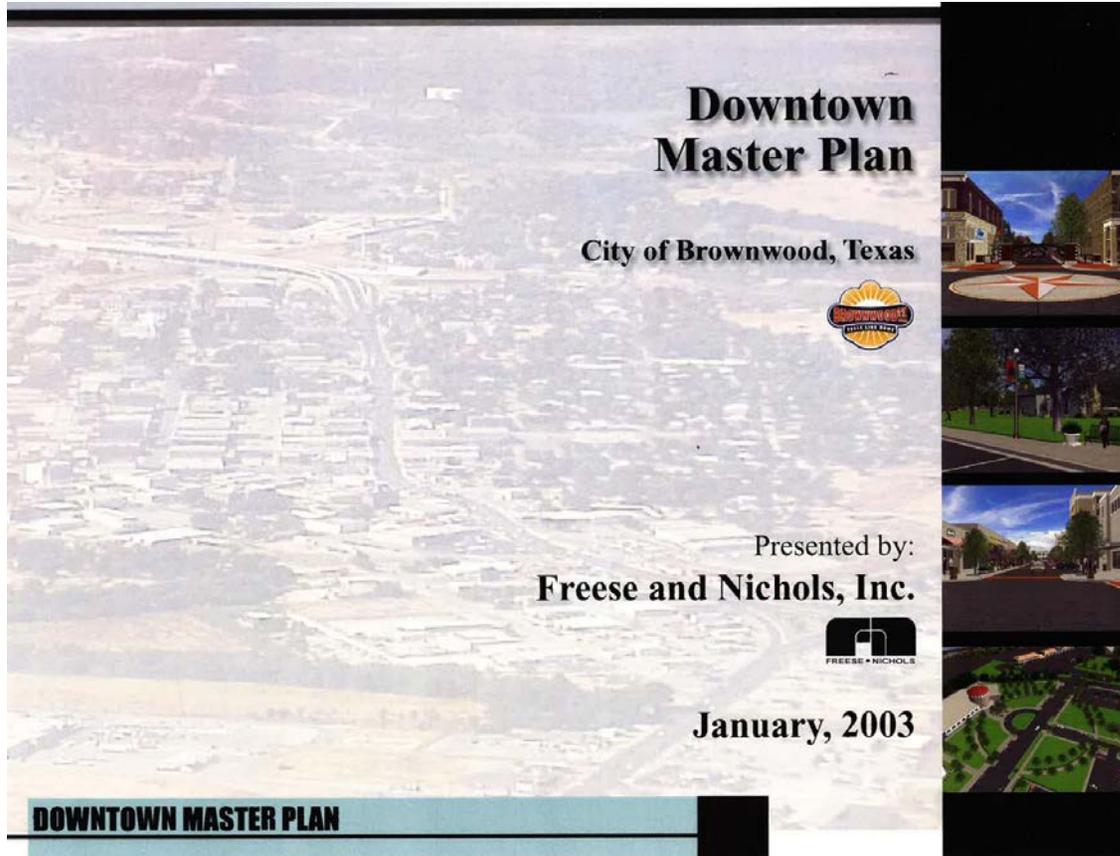
Brownwood remains the economic core of Brown County and serves many functions as the County seat. The City maintains a large economic share of the retail and cultural activities taking place in west-central Texas. The Downtown area flourished in the 1930s, 1940s, 1950s and 1960s as retail development filled in the central business district. Churches and educational facilities filtered in throughout the twentieth century.



Historical Image Provided by the City of Brownwood

PREVIOUS DOWNTOWN PLANNING EFFORTS

Previous local and regional planning efforts should be considered when developing a downtown plan to ensure coordinated recommendations for the study area. This section provides an overview of the previous Downtown Master Plan and its applicability to this Downtown Plan.



2003 Downtown Master Plan

The 2003 Downtown Master Plan was adopted by the City in January 2003. It served as a guiding document to shape the growth and development of Downtown Brownwood. The Plan was based on the overall goals and objectives of the City government, stakeholders and citizens. The Plan examined the historical significance of Brownwood as well as the potential of Downtown as an asset. There were several goals and objectives that sought to revitalize Downtown.

The 2003 Downtown Master Plan outlined the following vision and goals for this study area:

- Downtown Vision
 - » Brownwood feels like home
- Downtown Goals
 - » Recreate Downtown as a Gathering Place
 - » Promote Economic Revitalization
 - » Encourage Historic Restoration and Preservation

Map 2. 2003 Downtown Master Plan



Source: 2003 Downtown Master Plan, Freese and Nichols, Inc.

2003 Plan Implementation

Much progress has been made in the two decades since the previous Downtown Master Plan was completed. The following pages outline some of the projects completed in Downtown since 2003.

Brownwood Event Center Complex

Estimated to be completed in 2024, this new multipurpose event center with indoor and outdoor facilities will host conventions and events of various sizes. The event center will have three main elements: an outdoor stage/pavilion, an expansive viewing lawn and a conference and event hall inside a 100-year-old building on the corner of Baker and Greenleaf Streets. The project is likely to generate activity in a new part of Downtown.



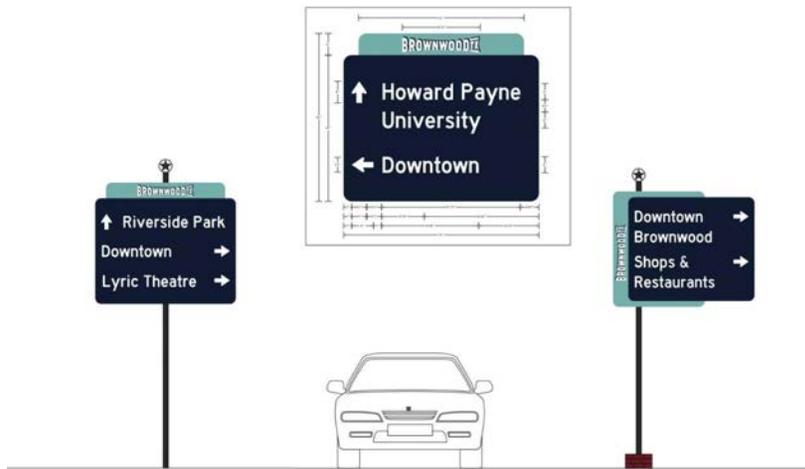
Brownwood Event Center Complex Rendering

Pat Coursey Park

Located at the corner of Center Avenue and East Baker Street, Pat Coursey Park was completed in 2003. Pat Coursey Park provides a retreat where Downtown visitors and workers can find shaded seating and experience relaxation near the waterfall and rock-topped brick walls.



Pat Coursey Park



Downtown Signage Designs

Wayfinding Signage Project

A community branding system was developed to unify the City’s identity, enhance the visitor experience and support the businesses and activities that Brownwood has to offer. The branding system incorporates welcome, directional, informative and cultural signage.



Martin & Frances Lehnis Railroad Museum & Visitor Center

Martin & Lehnis Railroad Museum & Visitor Center

The Martin & Frances Lehnis Railroad Museum opened its doors to the public in 2007 during Brownwood’s Reunion Celebration. As a focal point of the Convention and Events District, the museum is a destination for learning about Brownwood’s historic role in the development of railroads in Texas and throughout the American Southwest.

In 2022, the Lehnis Railroad Museum became the designated Visitor Center.

Center Avenue Streetscape Improvements

The 2003 Downtown Master Plan included streetscape prototypes for different street segments within the project area. The recommended streetscape improvements on Center Avenue have been completed, included replacing existing parallel parking with angled parking spaces on one side of the street and increasing the sidewalk width and landscaping on the other side. Crosswalks were located at intersections to reduce vehicular-pedestrian conflicts.



Center Avenue

Sidewalk Upgrades

The City of Brownwood recently completed a \$350,000 sidewalk grant project. The improvements were funded through the Texas Department of Agriculture Community Development Block Grant (CDBG). The project scope included 1,355 linear feet of sidewalk, 14 ADA ramps, decorative crosswalk and intersection, and 20 LED pedestrian lights.



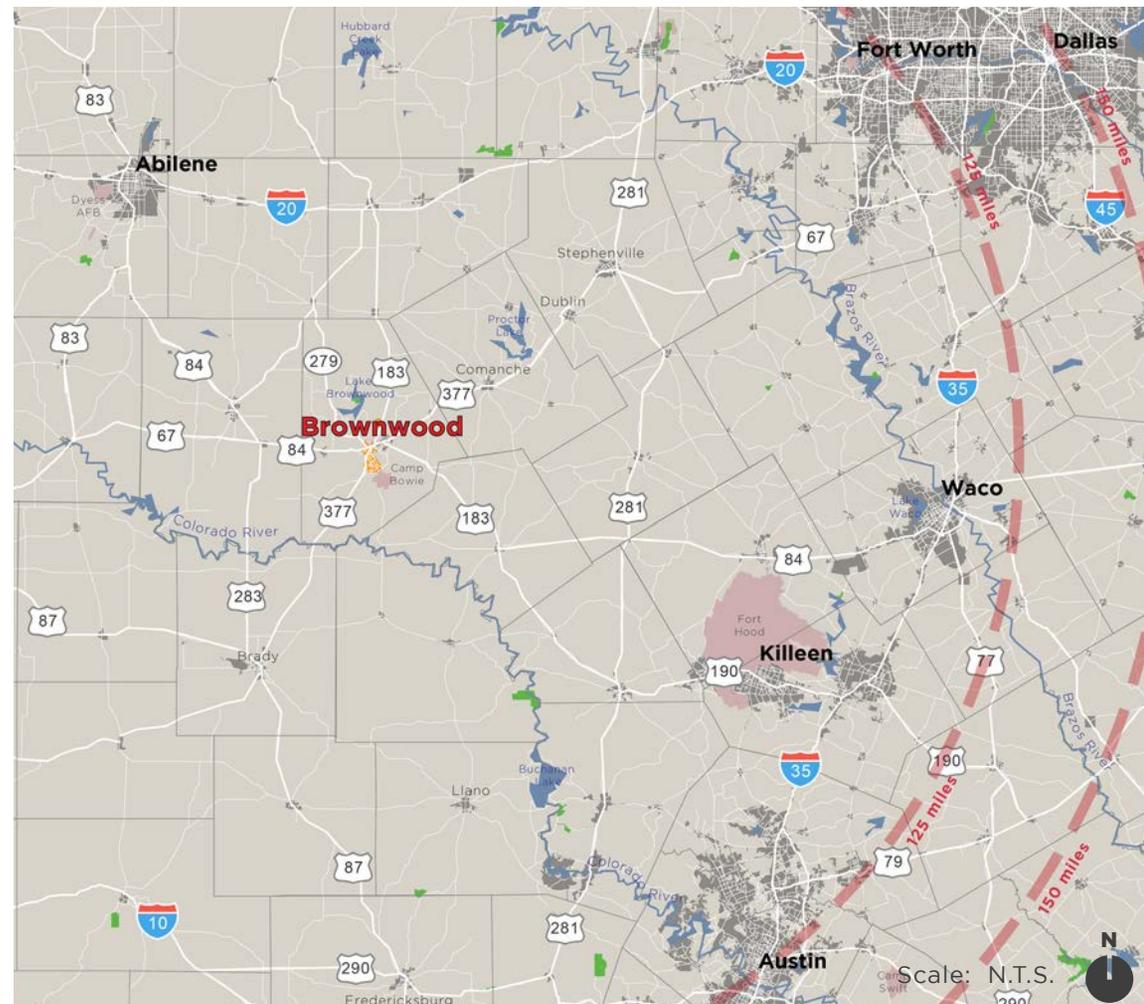
Improved Sidewalk

DOWNTOWN BROWNWOOD: PRESENT

REGIONAL CONTEXT

The City of Brownwood is located in the northern end of the Texas Hill Country, approximately 135 miles northwest of Austin, 120 miles southwest of Fort Worth and 75 miles southeast of Abilene. Brownwood is served by highways US 67, US 84, US 183, US 377 and Texas State Highway 279. Brownwood is the county seat of Brown County and serves as the economic core of an eight county trade area. The Brownwood area is home to major employers such as the 3M Company, Kohler Company and Superior Essex. Many regional amenities such as lakes, parks and museums are in or within a short drive from Brownwood. These include Lake Brownwood State Park and the Pecan Bayou paddling trail to the north. The Brownwood Regional Airport is located approximately 6 miles north of Downtown and services commercial, private, military and tourism traffic.

Map 3. Regional Context Map



COMMUNITY SNAPSHOT

This Community Snapshot looks at regional, city and Downtown-specific demographic data and trends to gain a better understanding of the community and its needs. It is important to note that this data-based, quantitative analysis of the community should be paired with qualitative information gained through community engagement and conversations with residents to paint a more complete picture.

Population¹

The population of the City of Brownwood is 18,553 and has held fairly steady over the past decade. The population of Brown County is 37,889, nearly 50% of which is concentrated in the City of Brownwood.

Age¹

The median age in Brownwood is 40.78 years, slightly higher than that of the state of Texas. Over half of Brown County residents are of prime working age (between 20 and 59) and nearly 9,000 residents are under the age of 20.

Income & Affordability¹

The median household income for Brown County is \$53,660, lower than that of the state of Texas. However, Brownwood also has a lower cost of living and more affordable housing compared to much of the state.

It is expected that there will be a continued focus on single family and apartment housing delivered in

¹ Source: Brownwood Municipal Development District.

² Source: U.S. Census Bureau OnTheMap LEHD

Brownwood; however, there has been some interest in non-traditional single family and missing middle products, such as duplexes and quadplexes.

Employment²

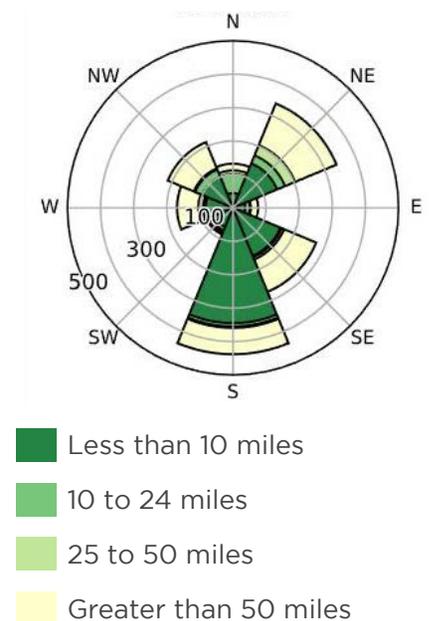
Employment in Downtown Brownwood has fluctuated over the last decade between 1,500 and 2,500 jobs. The top industry sectors present in Downtown are educational services, finance and insurance, and public administration. These industries are over-represented in Downtown, as compared with the rest of the City, while retail and accommodation and food services are under-represented. Of note, arts, entertainment and recreation employment is much higher in Downtown than the rest of the City.

Commuting²

The vast majority (nearly 99%) of people employed in Downtown live outside the area and commute into Downtown for work. Over 56% of Downtown workers commute less than 10 miles to work, while nearly 30% commute more than 50 miles. Conversely, 93% of those living in Downtown work outside of the area.

This means there are very few people both living and working in Downtown.

Figure 1. Job Counts by Distance/Direction in 2019 - All Workers (Commuting into Downtown)



Source: U.S. Census Bureau OnTheMap LEHD

POLICY AND REGULATORY FRAMEWORK

The regulations most applicable to Downtown Brownwood are spread among multiple chapters within the Code of Ordinances and frequently reference one another. Most of the relevant regulations are confined to building regulations and zoning, with others found under the fire code.

For the purposes of discussing the regulatory environment, this Plan divides the various regulations into the following topics:

- Building codes
- Street activation
- Mixed-use and commercial zoning and development standards
- Landscaping and signs
- Historic preservation

A more detailed diagnostic report and recommendations resulting from this Plan are provided in Appendix D.

Building and Fire Regulations

Brownwood operates under the 2021 edition of the International Code Council suite of codes as well as the 2021 edition of the International Fire Code.

Street Activation

The city manager may temporarily close a street or alley, or a portion thereof, for a public event. An application for a temporary street closure must be completed and filed with the city manager.

Chapter 18 of the Code of Ordinances contains language addressing itinerant merchants or vendors and where solicitation is prohibited.

Commercial Zoning and Development Standards

For non-residential development, and Downtown in general, the downtown business (C-2A), general business (C-2), local business (C-1), restricted industrial (M-1), and college and university (C-U) zoning districts are most relevant. The zoning ordinance contains language indicating that any residential structures in C-1, C-2 and M-1 must comply with the side and rear yard and lot area regulations of the multifamily residential district (R-3).

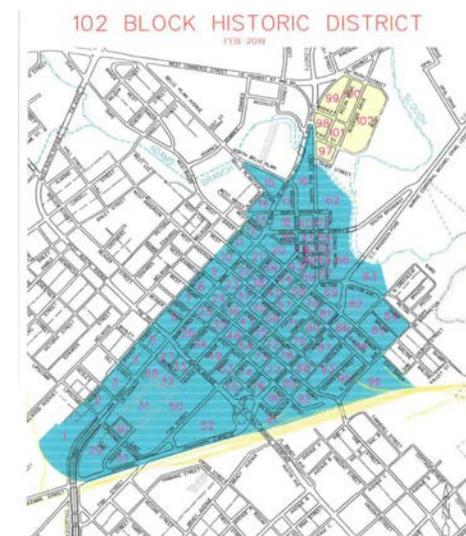
Landscaping and Signage

Much of the language in Chapter 58 concerning landscaping addresses the sizing and location of plant materials in regards to the street right-of-way.

Chapter 90 of the Code of Ordinances details signage regulation.

Historic District and Zoning

In 2019, Brownwood established a historic district in a 102-block area of the City for the purposes of identifying applicable building code requirements of structures located within the district. The historic district designation allows for flexibility in code requirements for buildings designated as historic.



Ordinance No. 19-04

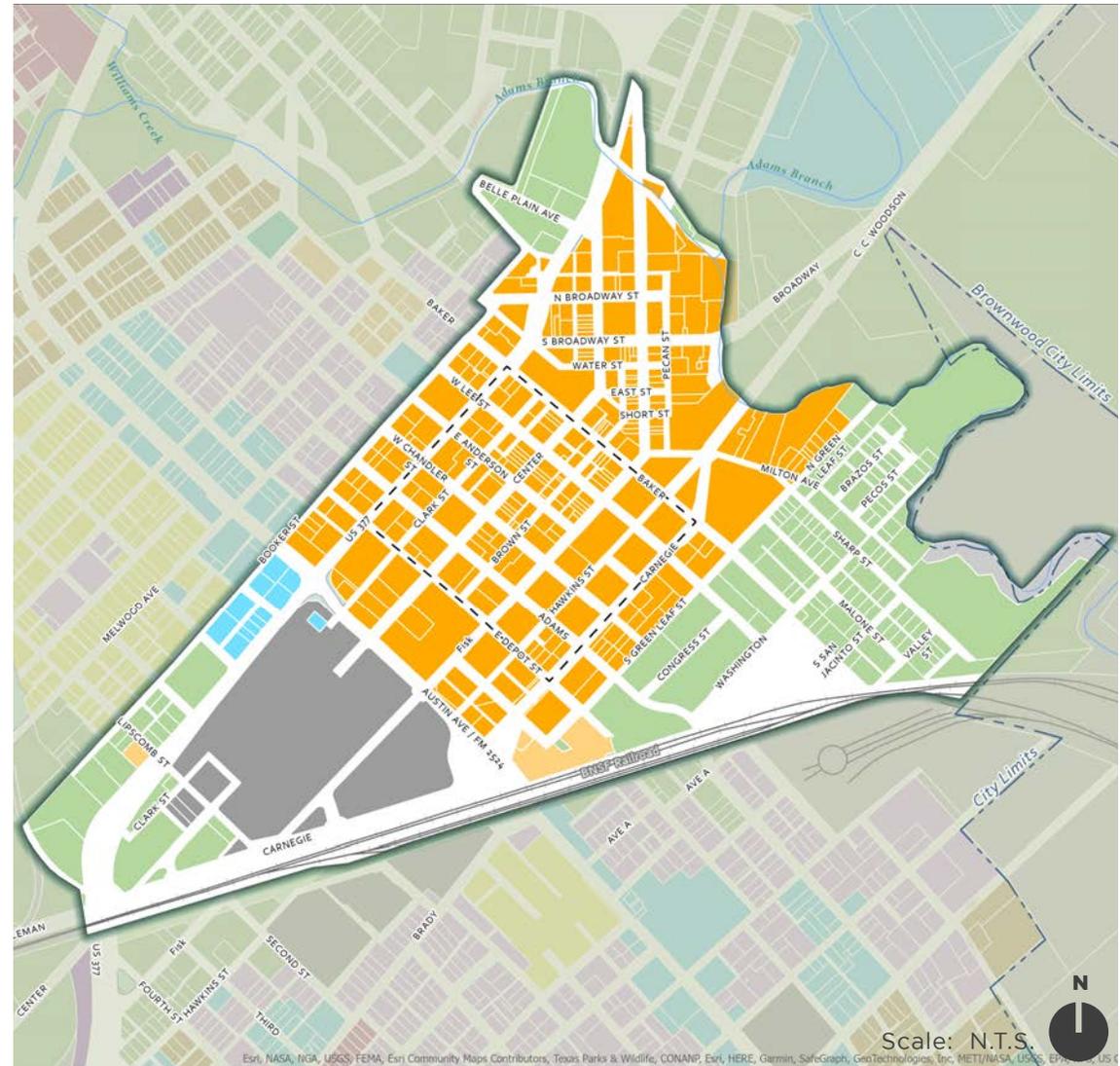
DOWNTOWN EXISTING ZONING

The Downtown Business District is the heart of Downtown and has a healthy investment of infrastructure with signage, updated sidewalks and light greenscape. Much of the attractions that citizens gravitate toward are retail and restaurant services. This is worth boasting about as it contributes to the local economy. A healthy foundation is setup in Downtown and building on this is a top priority for Brownwood.

As Downtown develops, it is ideal that districts evolve to fulfill different needs and form a larger ecosystem that caters to a mix of day-to-day desires and requirements.

-  Study Area Boundary
-  C-1 Local Business District
-  C-2 General Business District
-  C-2A Downtown Business District
-  CU College and University District
-  M-1 Restricted Industrial District
-  R-2 Industrial District
-  R-3 Multifamily Residential District

Map 4. Downtown Existing Zoning Map

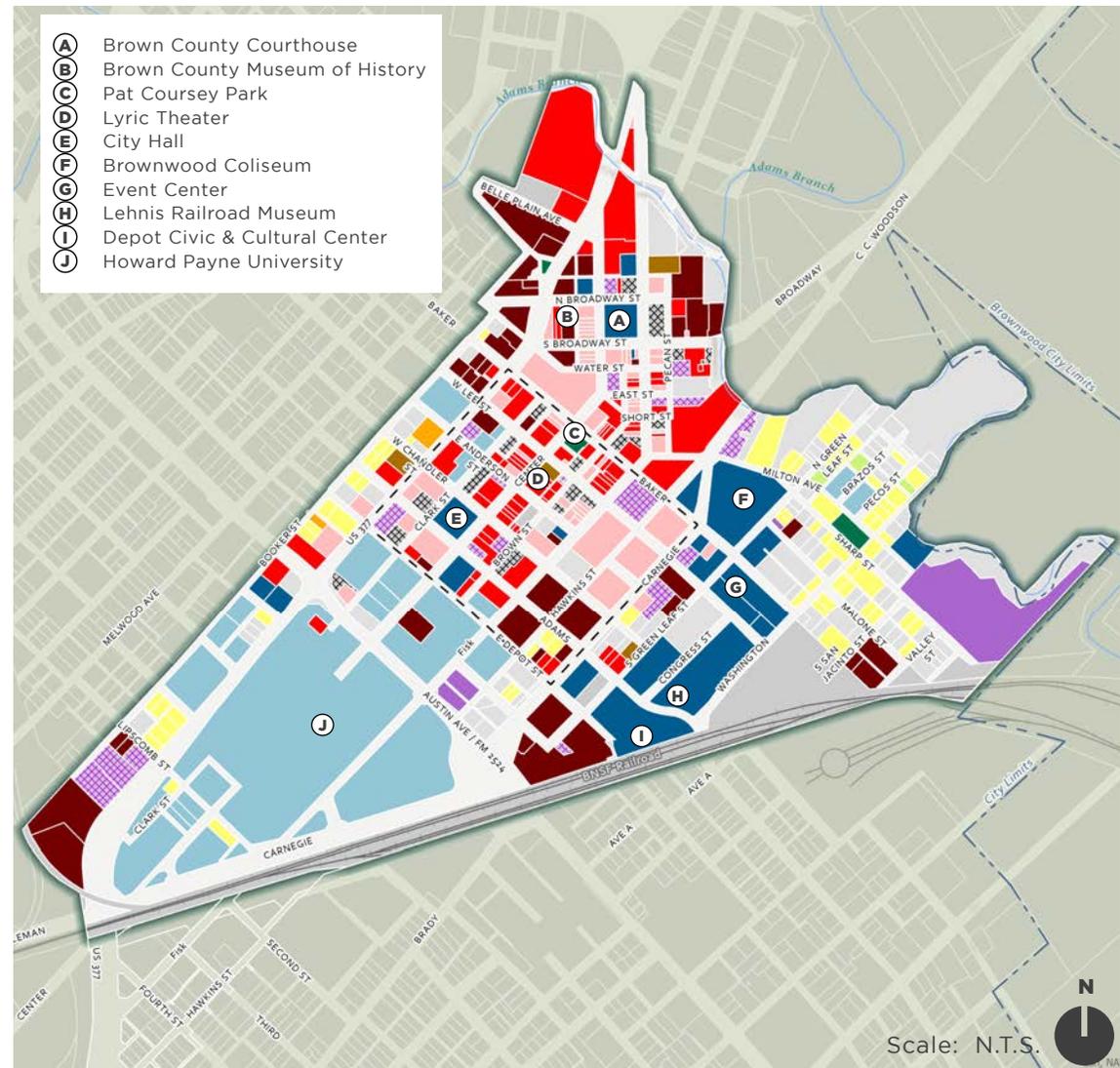


EXISTING LAND USE AND DESTINATIONS

The intersection of Center Avenue and Baker Street has developed into the epicenter of Downtown Brownwood and showcases options for dining, shopping, spa and beauty services, and offices. Vacant buildings provide opportunity to strategize what businesses the City wants to attract in the future. East of the Downtown Core are several civic uses including the Brownwood Coliseum, the Lehnis Railroad Museum and Visitor Center, the Brownwood Community Library, and the Event Center Complex. Just outside of the Downtown Core are industrial users. Downtown Brownwood is also home to Howard Payne University (HPU) which is located south of the Downtown Core.



Map 5. Downtown Existing Land Use and Destinations Map



PHYSICAL FRAMEWORK

The physical framework looks at Downtown’s existing built environment and physical features, including buildings, points of interest, and the movement of people and automobiles through the space. These features have significant impacts on how Downtown functions and can act as either barriers to be addressed or opportunities to capitalize on.

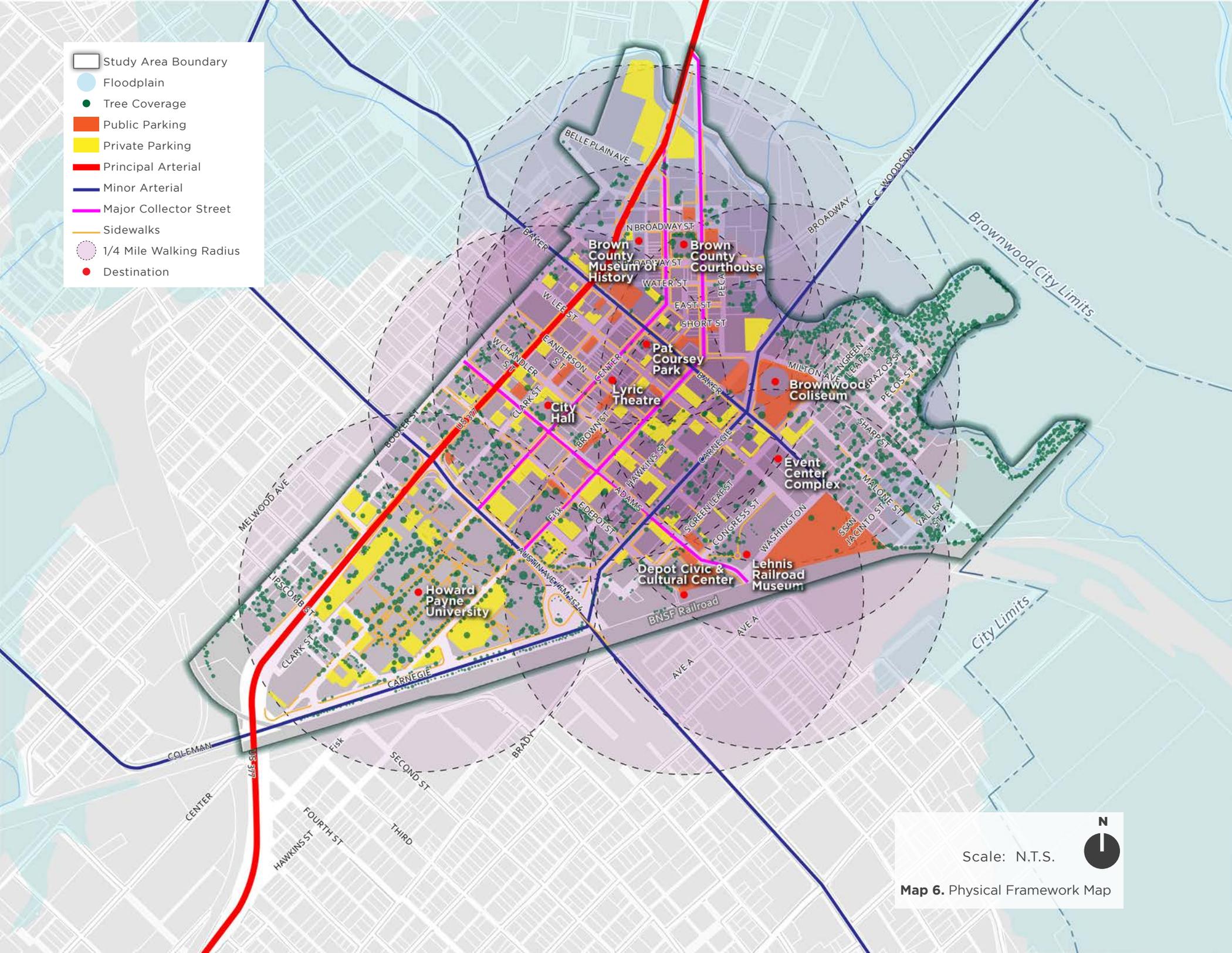
The Map 6. Physical Framework Map on page 25 highlights key destinations in Downtown, and illustrates a quarter-mile buffer around each, representing an approximately 5-minute walk. The concentration of these “walk sheds” indicates where pedestrian activity should be concentrated, where investments can be prioritized and where future commercial developments may want to be located.

Although the sidewalk network in Downtown is extensive, some major streets, such as Carnegie Street still lack sidewalk facilities. Furthermore, the quality of the sidewalks vary, as does the level of pedestrian comfort and perceived safety. Limited tree coverage also contributes to lower levels of comfort and safety.

Downtown Brownwood has few major through streets. While this is good for limiting traffic, it also limits potential visibility for businesses. An opportunity exists to better identify Downtown along Main Street and draw traffic from that corridor into the district.



-  Study Area Boundary
-  Floodplain
-  Tree Coverage
-  Public Parking
-  Private Parking
-  Principal Arterial
-  Minor Arterial
-  Major Collector Street
-  Sidewalks
-  1/4 Mile Walking Radius
-  Destination



Scale: N.T.S. 

Map 6. Physical Framework Map

CHARACTER AND IDENTITY FRAMEWORK

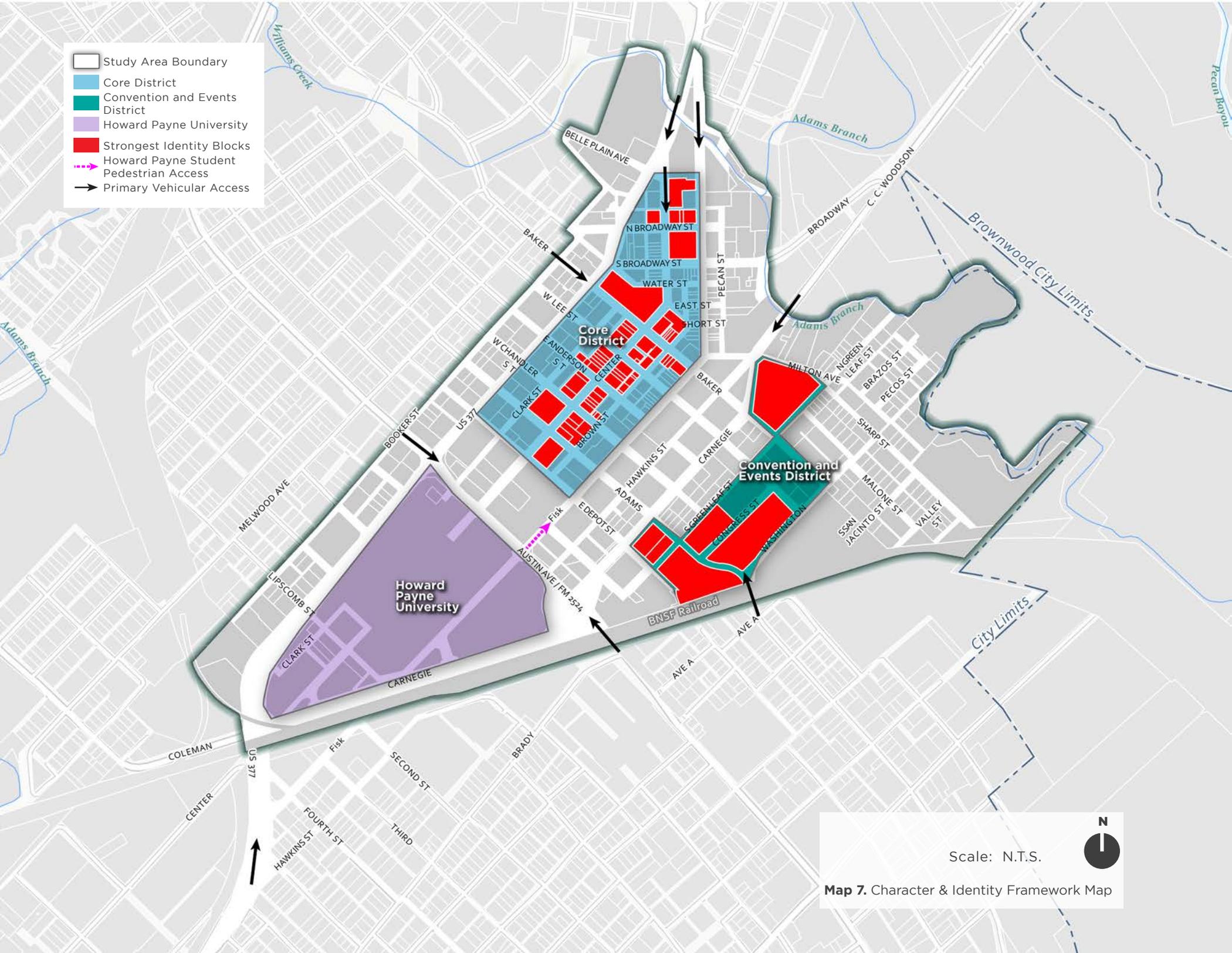
The character and identity framework looks at qualitative elements of Downtown including the identification of existing blocks with the strongest identity and investment, perceived districts within Downtown and entry points into Downtown.

This map illustrates blocks that have the strongest identity and investment based on current conditions. These blocks typically draw the most people. In the case of Downtown Brownwood, most residents and visitors would likely be familiar with the blocks along Center Avenue because of the proliferation of restaurants and businesses located there.

From a pedestrian experience, Downtown seems to be presently comprised of three distinct areas: the Core District, the Convention and Events District, and Howard Payne University. The blocks in between these perceived districts are currently somewhat of a “no man’s land” and present future opportunities for development, but could also benefit from more immediate improvements like wayfinding signage and pedestrian facilities to better connect and reinforce the existing character areas.



-  Study Area Boundary
-  Core District
-  Convention and Events District
-  Howard Payne University
-  Strongest Identity Blocks
-  Howard Payne Student Pedestrian Access
-  Primary Vehicular Access



Scale: N.T.S. 

Map 7. Character & Identity Framework Map

REDEVELOPMENT FRAMEWORK

The redevelopment framework looks at the Downtown study area’s existing uses, ownership, vacancies, land values and high identity sites to determine ease of assembly and highlight areas that may be available for development/redevelopment that can build off the synergy of existing activity.

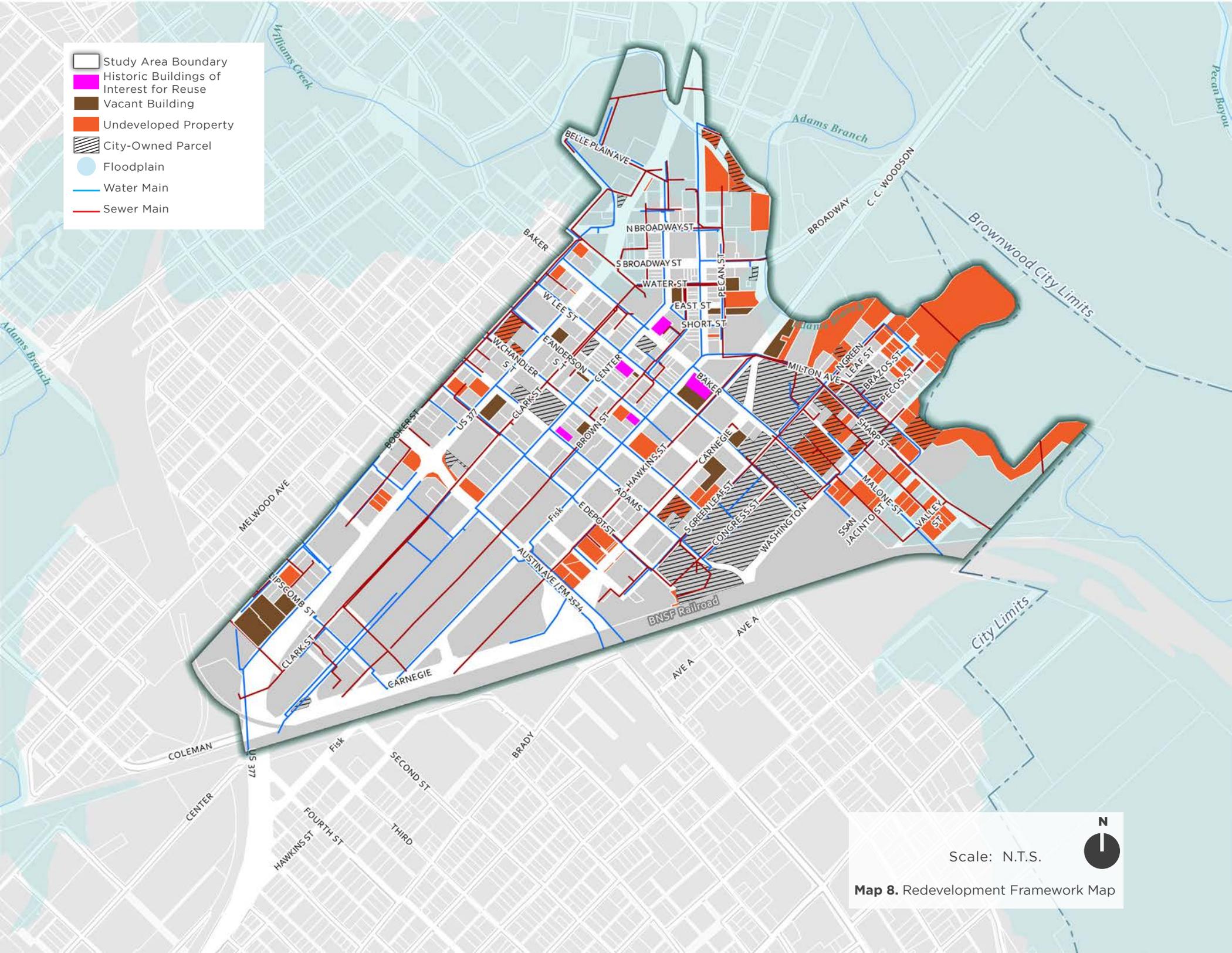
This map presents undeveloped properties and vacant buildings overlaid with city-owned parcels to help identify sites with potential for redevelopment and investment. Redevelopment can mean complete demolition of a structure, significant infill, or more modest efforts to improve existing structures and uses.

Areas with less potential for redevelopment are unlikely to change in use based on the factors examined, but there may still be opportunities for smaller scale improvements to sidewalks, landscaping, and parking in these areas.

Future development, particularly new structures, are often prohibited in the floodplain, while open space uses such as gardens, parks and trails are generally allowed. There are also advantages like cost savings and environmental benefits to locating future development near existing utilities.



-  Study Area Boundary
-  Historic Buildings of Interest for Reuse
-  Vacant Building
-  Undeveloped Property
-  City-Owned Parcel
-  Floodplain
-  Water Main
-  Sewer Main



Scale: N.T.S. 

Map 8. Redevelopment Framework Map

CULTURE, ECONOMY AND MARKET ANALYSIS

This section of the report reviews economic data, market trends and stakeholder input to identify key economic indicators that describe the current situation facing Downtown. To note, much of the data that was used in this section is taken at the census tract level, while Downtown Brownwood itself is slightly smaller than the applicable census tract.

Events

Special events are important to a downtown because they draw visitors, both local and regional, to the area and introduce them to all that downtown has to offer. Events can be a boon to downtown businesses, although they also require a lot of work to prepare for, and can be a burden on already thin profit margins if they don't go as planned. Downtown Brownwood hosts a series of annual events, including holiday events, special shopping events and concerts.

Partnerships

Successful partnerships are currently in place that support a thriving Downtown in Brownwood. These groups include the Brownwood Area Chamber of Commerce, Brownwood Municipal Development District (BMDD) and Downtown Brownwood, Inc. (DBI).

Incentives

Multiple incentives are available to promote activity in Downtown Brownwood. These include the Building Improvement Incentive Program (BIIP), State Tax Credits and Opportunity

Zone Designation. Administered and funded by the BMDD, the BIIP provides matching funds up to \$25,000 to businesses and property owners to renovate commercial buildings in Downtown.

Downtown Marketing

The City has been highly successful with the *Visit Brownwood* marketing campaign. The campaign includes high-quality media material, dedicated social media and blog platforms, and coordinated media and press efforts. This campaign also included a major rebranding effort for Downtown Brownwood.



Tourism¹

In 2022, direct travel spending in the City of Brownwood was over \$35.7 million, generating 310 jobs and over \$1.2 million in local taxes. These figures had been steadily rising since 2006, until a slight decline from 2018 to 2020. Since 2020, travel activity has risen again and is back above 2017 levels.

Hotel accommodations are a missing use in Downtown Brownwood; however, there are currently some short term rental units operating in the area.

Lake Brownwood State Park is approximately 10 miles to the northwest of Downtown. While physically removed from Downtown, the lake is a popular regional destination and brings tourism activity to the area, generating a slight bump in summertime population.

Downtown Employers²

Employment in Downtown Brownwood was approximately 1,750 jobs in 2019. Approximately 450 of those jobs come from four major employers: TexasBank,

¹ Source: State of Texas, Office of the Governor, Economic Development & Tourism

² Source: Brownwood Municipal Development District.

Citizens National Bank, Howard Payne University and Landmark Admin. An additional approximately 175 jobs come from the City and County, and various professional service providers, such as legal, financial and insurance.

Howard Payne University (HPU)

HPU is a faith-based institution with approximately 1,100 students and an 80-acre campus on the south end of Downtown Brownwood.

HPU offers several musical, theatrical performances and sporting events throughout the year that are open to the public. The 4,000-seat Brownwood Coliseum in Downtown is home to the HPU Yellow Jackets basketball and volleyball programs.

The Arts

The Brownwood Art Association hosts exhibits, workshops and summer camps and is one of the oldest continuously running art associations in the state of Texas. Admission is free.

The Lyric Theatre is a fully restored, historic performance venue in Downtown. The Lyric is well known in the community for its productions as well as being active in promoting the local arts scene.

Over 30 murals make up the Brownwood Mural Trail, most of which are found in Downtown. These murals

feature local artists and have become a popular destination.

Many Downtown businesses also offer a variety of special events, such as live music and artisan markets, throughout the year.

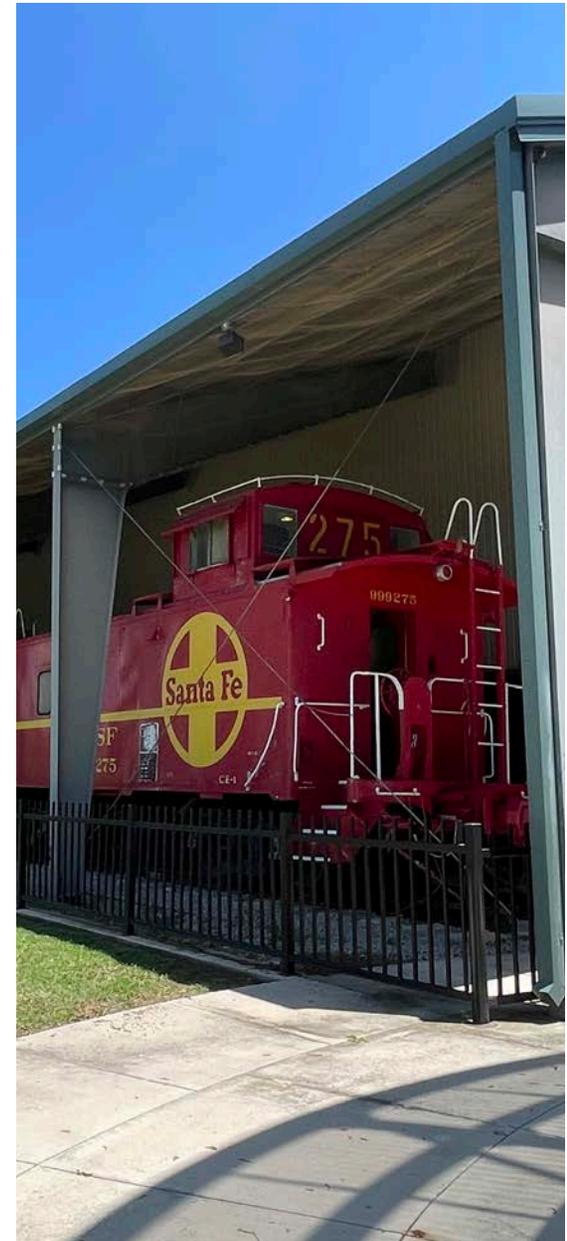
Museums and Cultural Centers

Downtown Brownwood is home to a variety of cultural institutions and museums, including the Brown County Museum of History and Lehnis Railroad Museum and Visitor Center.

There are also a handful of community center uses in Downtown Brownwood, including the Brownwood Community Library, Adams Street Community Center and the Brownwood Senior Citizens Center, which provide community activities and services.

Downtown Businesses

Downtown Brownwood features a variety of unique local shopping and dining and is consistently attracting new businesses. These small businesses and storefronts are the continuous heartbeat of a thriving and active Downtown, on which all other successes are built.



DOWNTOWN BROWNWOOD: FUTURE

COMMUNITY & STAKEHOLDER INPUT

Creating a Foundation

The previous section highlights the key characteristics that define Downtown Brownwood and presents a snapshot of Downtown at the point this planning effort began. It is important that these planning, physical and demographic analyses are supplemented by the qualitative data of what people in Brownwood are thinking, feeling, seeing, and hearing in and about their community. In order to achieve that, the planning process was infused with community outreach, engagement and feedback. The project team and City staff held various meetings and engagement activities throughout the planning process. These included:

- Project website with virtual engagements
- Tabling at community events
- Public input and feedback surveys
- Stakeholder meetings with local leaders and businesses

- Community open houses
- Meeting with the Brownwood City Council who served as the Downtown Advisory Council (DAC)

Summaries of the feedback from public surveys and events can be found in Appendix B.

Community Themes

The recurring themes noted by the planning team throughout the public and stakeholder engagement are as follows:

- There is already a good variety of business types operating in Downtown. However, there is opportunity to expand offerings for families, students, and people along a wider range of incomes.
- Additional “third places” are desired, where people can spend time without spending a lot of money (such as coffee shops and outdoor spaces)
- People love the atmosphere in Downtown created by the historic buildings and unique, local businesses

- Downtown provides good walkability with its compact layout. Focus should be put on enhancing this character and ensuring this isn’t lost as the area grows.
- Opportunities exist for the renovation or redevelopment of buildings and filling of empty store fronts
- Enhancing aesthetics of the public realm and additional outdoor spaces that are safe, comfortable, and well maintained would be welcome investments and demonstrate community pride
- People like the direction Downtown is going and just want to see the progress continue
- Residential and office uses are most appropriate in the form of mixed use buildings with retail on the ground floor
- Buildings five stories or less would be most likely supported by the community
- Recent development in Downtown demonstrates a strong desire to restore its former glory and vibrancy of the 40s and 50s

COMMUNITY & STAKEHOLDER ENGAGEMENT

The community responded with suggestions of how to create a downtown that meets the wants and needs of their community. Everything from infrastructure to retail to housing was discussed. There is a growing need for diversity in dining options at a price point that can meet the standard of Brownwood. There is also an emphasis on prioritizing the beautification of the town while at the same time improving public elements. Many recognized the recent efforts to modernize Downtown. At the same time, the identified weaknesses were regarded as an opportunity to actualize the vision of Brownwood.

**1 COMMUNITY
EVENT**

**1 ONLINE
SURVEY**

**5 STAKEHOLDER
MEETINGS**

**2 OPEN HOUSE
EVENTS**

**COUNCIL
BRIEFINGS**

**1 ONLINE PUBLIC
COMMENT
PERIOD**

**1 COUNCIL
ADOPTION
MEETING**



DOWNTOWN STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

At the first DAC meeting, council members were asked to describe Downtown Brownwood's strengths, weaknesses, opportunities and threats. The responses of this SWOT analysis are compiled below. These responses, along with community feedback gathered through online engagements, surveys, and in-person events, helped inform the overall vision and guiding principles of this Plan.

Strengths

- Historic character & unique assets
- Investments being made by the community
- Recent marketing efforts and synergies created
- Influx of new residents both throughout the City and in Downtown
- Brownwood is neither a bedroom community nor solely a tourist destination
- Lots of projects on the boards or under construction that will contribute to Downtown, the interest is already there

Weaknesses

- Downtown is too easily bypassed
- Lack of awareness
- Lack of coordination regarding business hours
- Vacant/undeveloped properties that physically disconnect the highly frequented businesses
- Prevalence of business types (e.g., title loan companies) in prime frontages that do not encourage higher pedestrian activity
- Visibility of garbage dumpsters and the amount of sidewalk space the dumpsters occupy

Opportunities

- Existing relationship with HPU
- Growing art scene
- Adams Branch Trail
- Public restrooms
- Hotel accommodations
- Improved public transportation
- Downtown as the place to be for people attracted by Brownwood's other assets (center of commerce and recreation at Lake Brownwood)

Threats

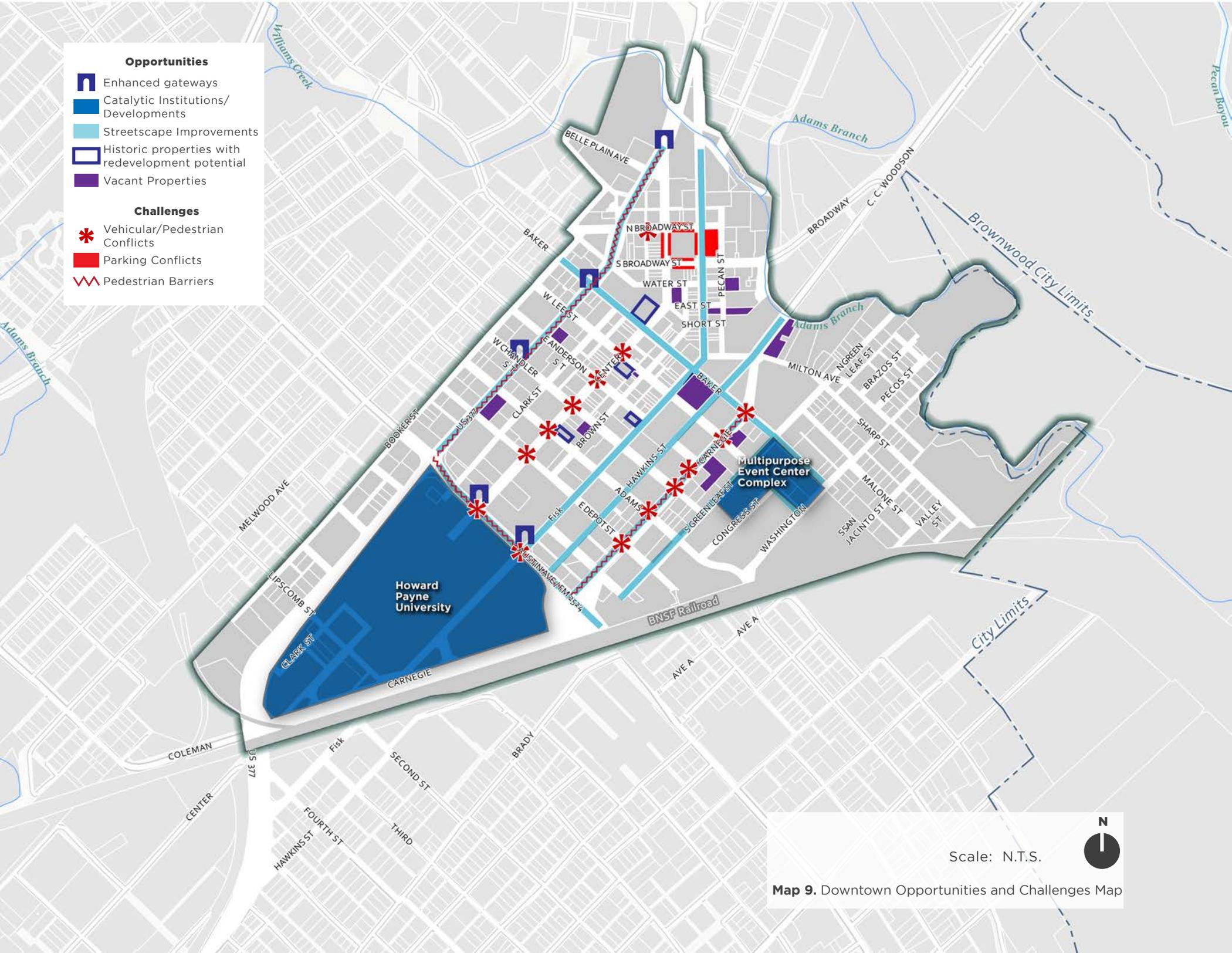
- Competing commercial developments within other parts of Brownwood and surrounding communities
- Costs of infrastructure improvements
- Need a coordinated effort to transform Downtown and stop doing piece-meal improvements
- Safety concerns and lack of evening lighting
- Unwilling partners and property owners
- Rising costs for small businesses

Opportunities

-  Enhanced gateways
-  Catalytic Institutions/Developments
-  Streetscape Improvements
-  Historic properties with redevelopment potential
-  Vacant Properties

Challenges

-  Vehicular/Pedestrian Conflicts
-  Parking Conflicts
-  Pedestrian Barriers



Scale: N.T.S. 

Map 9. Downtown Opportunities and Challenges Map

VISION STATEMENT

The vision statement portrays the future that the people of Brownwood, both residents and visitors, desire to see implemented in Downtown. The vision statement was crafted based on input received from residents, the DAC and other stakeholder groups during the initial engagement stages of the process. General themes were identified from the feedback received through public surveys, online engagement, community events and conversations with stakeholders and residents. The DAC helped refine the vision to make sure it matched the desires of the community.

DOWNTOWN BROWNWOOD VISION

Downtown Brownwood will be a destination filled with opportunities and spaces for all residents and visitors to experience close-knit community life. Its distinctive charm emanates from the historic buildings and local businesses. Downtown Brownwood will cultivate a sense of community and belonging, making it a true home for all.

DOWNTOWN GOALS

These goals are the building blocks to achieve the community’s vision and aspiration for Downtown. The goals provide overall direction across all Plan components and should be referenced often when making policy and land use decisions, especially when faced with something that is not addressed outright in this Plan. The goals provide a framework to evaluate changes, challenges, opportunities and issues that were not anticipated by this Plan, allowing it to function as a living document.

1 **Expand the range of activities to cater to all budgets and users seeking various ways to experience and enjoy Downtown.**

2 **Support local, small and unique businesses in locating to Downtown and generate an atmosphere that allows them to thrive.**

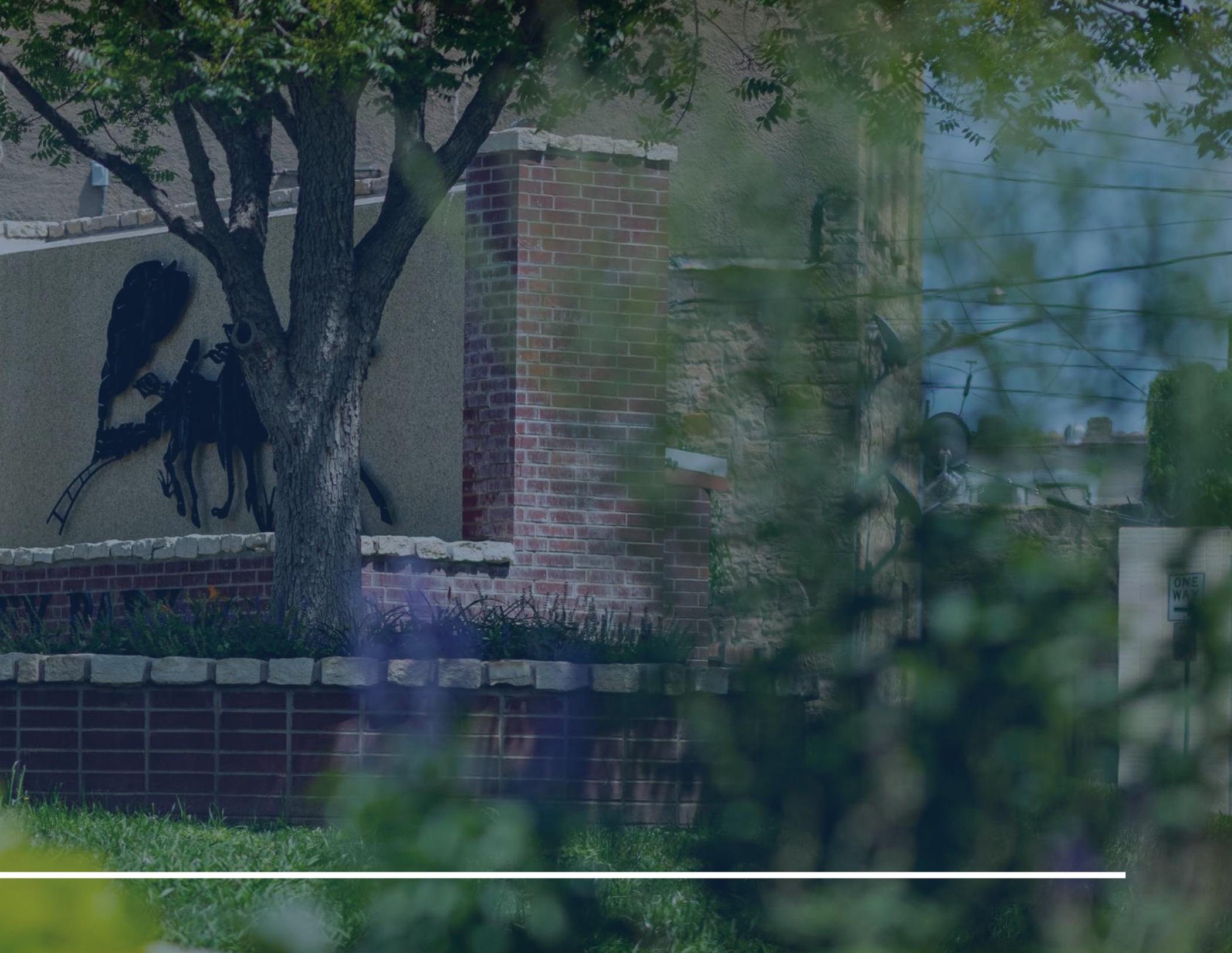
3 **Facilitate growth in Downtown that contributes to existing synergies and strengthens the historic character.**

4 **Invest in the public realm and open spaces to reflect community pride and become a reason to visit Downtown.**

5 **Address buildings and lots between Downtown destinations which remain vacant and underutilized.**

The background image shows a golf course clubhouse with a prominent stone wall. A large, leafy tree is on the left, and a brick pillar is on the right. The text 'PAT COURSE' is visible on the brickwork. The foreground is a blurred green lawn.

2 DOWNTOWN FRAMEWORK



CHARACTER AREAS

Downtown Brownwood covers a large area. Therefore, the City should be intentional about where and how they focus their efforts, so as not to dilute the impact of future improvements. Activity and public investment should be concentrated in key areas. Due to existing assets in Downtown, many key areas of activity are already established and should be expanded upon, while allowing other areas to provide more general uses that act as transitions or support for key areas.

Character areas are used to define the general locations that are appropriate for types of activity, development and level of investment. Map 10. Character Areas on page 41, denotes three destination areas (Downtown Core, Historic District and Convention and Events District) where the most investment and activity should be located, buffered by a Transition Zone and Supporting Areas.

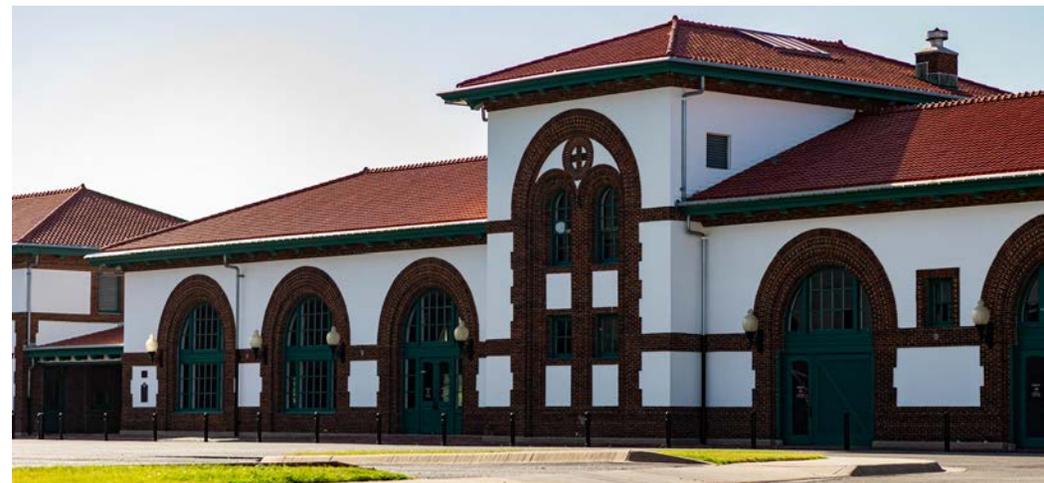
The following chapter provides a description of existing conditions for each area, examples of appropriate development and strategies for future development. The Howard Payne University (HPU) campus, while included on the Character Areas Map, is not included in these detailed recommendations, as the University is a separate entity that has jurisdiction over, and responsibility for, their own campus investments.



Retail along Center Avenue

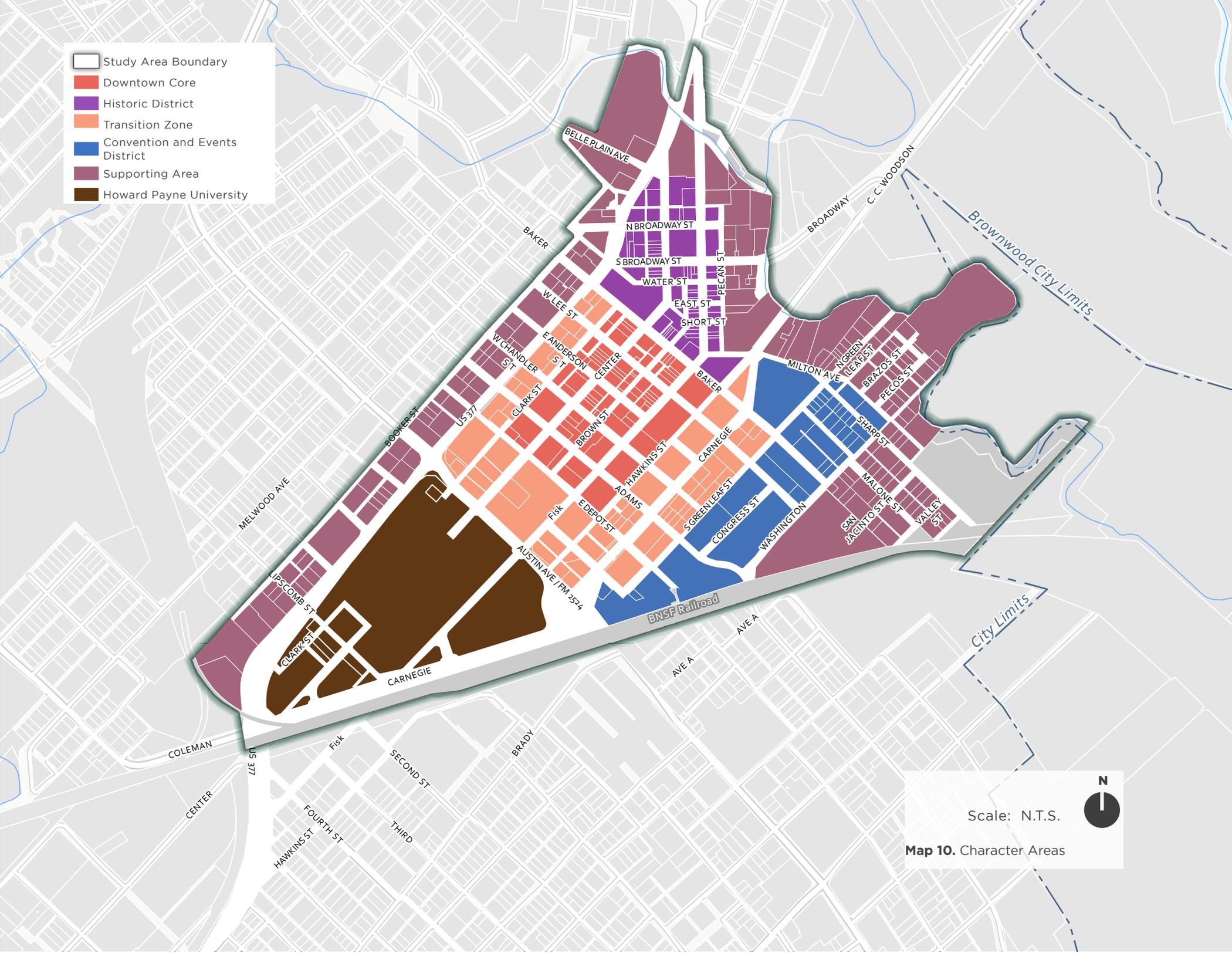


Howard Payne University



Depot Civic and Cultural Center

- Study Area Boundary
- Downtown Core
- Historic District
- Transition Zone
- Convention and Events District
- Supporting Area
- Howard Payne University



Scale: N.T.S. 

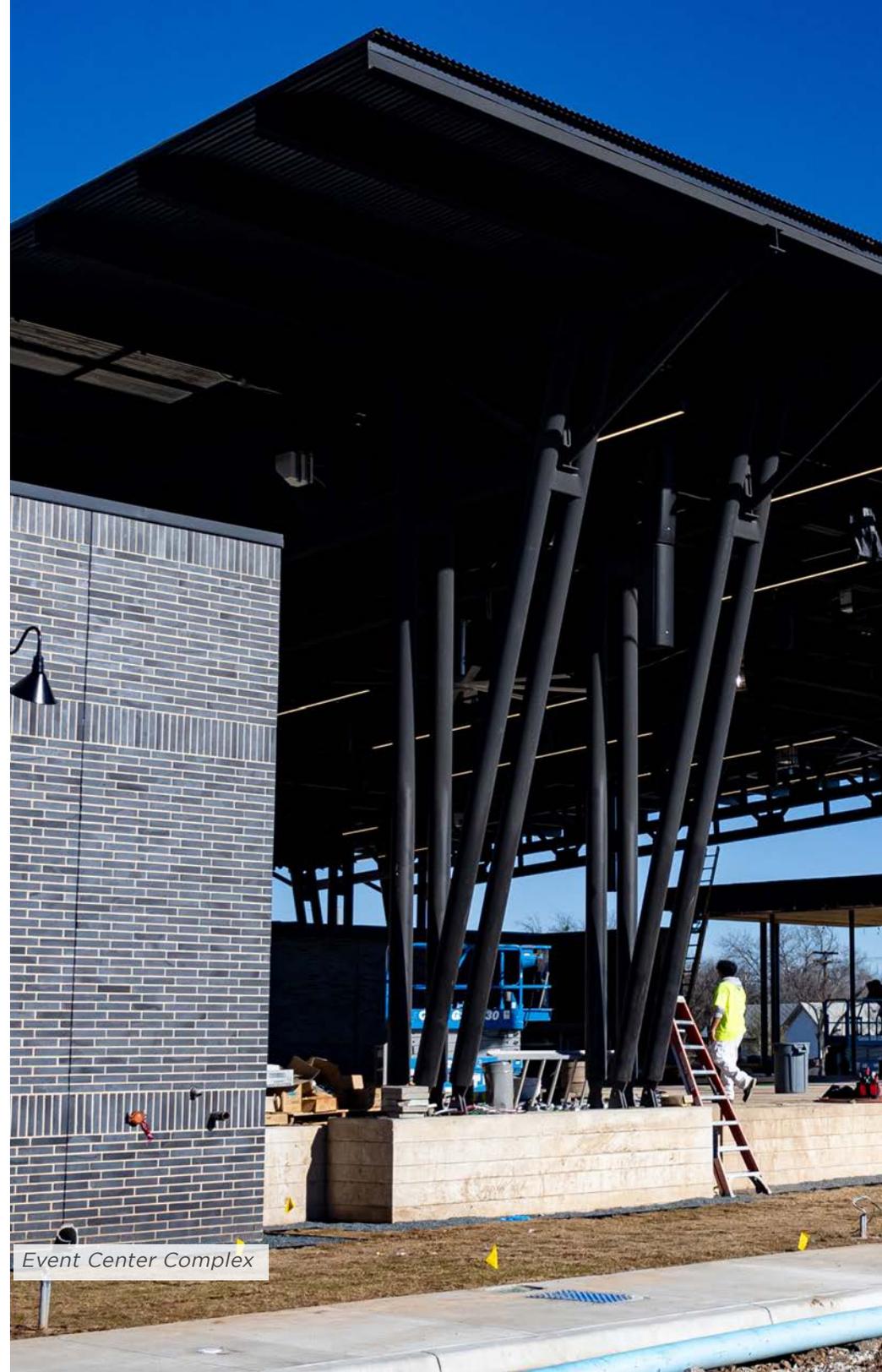
Map 10. Character Areas

FRAMEWORK PLAN

A framework plan is comprised of roadways, open spaces and other public realm elements that define and provide connections between the Downtown Character Areas. Within this framework, a series of development opportunities, both buildings and public realm enhancements, have been identified that can serve as catalysts for future Downtown investment. The following are notable assets and opportunities that contribute to the framework in Downtown Brownwood:

- Three levels of streetscape investment:
 - » Primary streetscape (first level)
 - » Secondary streetscape (second level)
 - » Access streets (third level)
- Convention and Events District green corridors
- Trail connection to the waterway/greenbelt
- Primary intersections
- Public open spaces and amenities, including a welcome center and locations for public restrooms
- Branding and signage elements
- Existing destinations and future developments

The following pages include additional details and recommendations related to these elements and how they pertain to each Character Area.



Event Center Complex

FRAMEWORK ELEMENTS

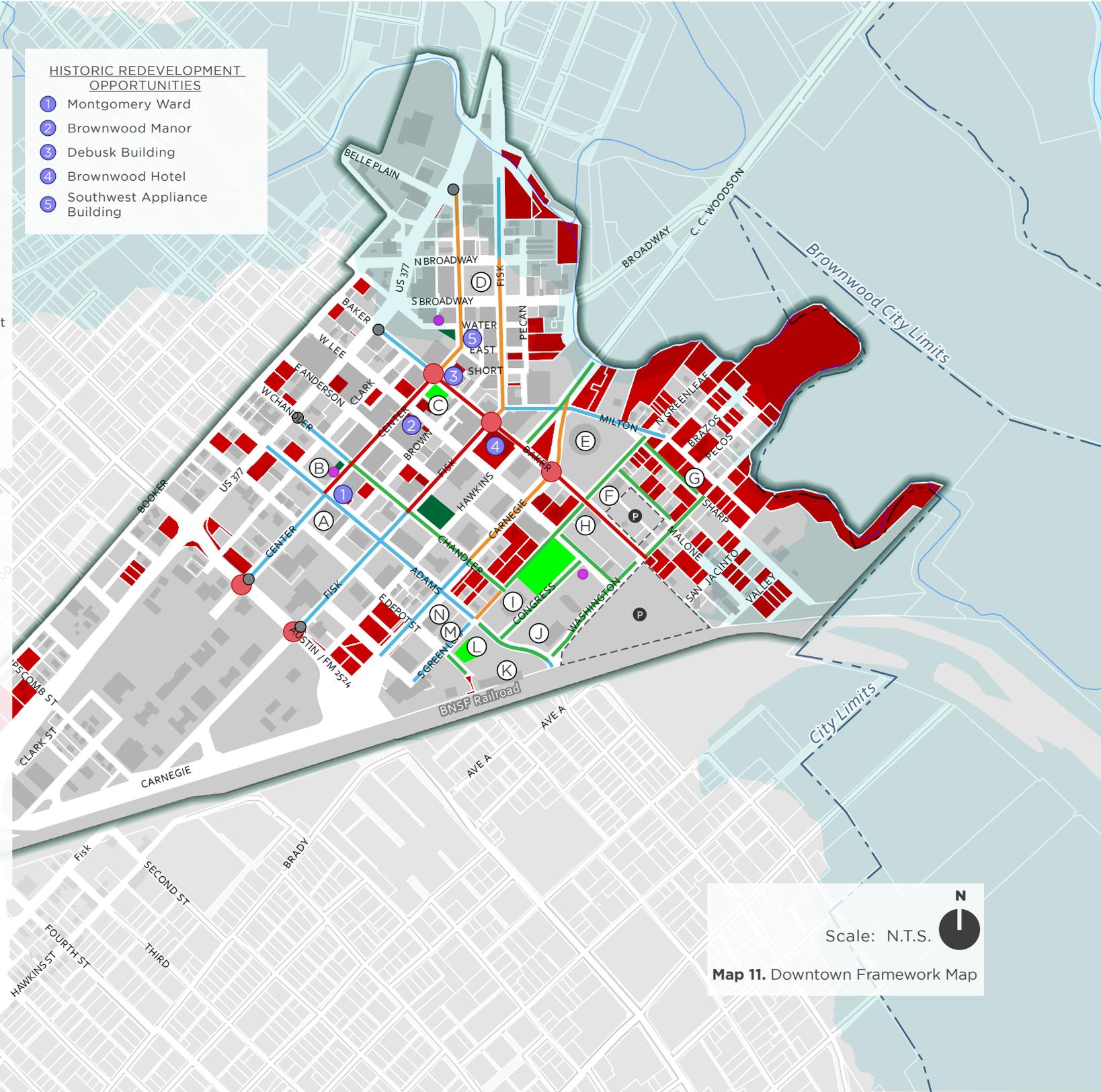
- 100-year Floodplain
- Redevelopment/Infill Potential
- Existing Park
- Proposed Park
- P Future Parking
- Primary Streetscape (Highest level of investment)
- Secondary Streetscape (Mid level of investment)
- Access Streetscape (Lower level of investment)
- Convention & Events District Green Corridors
- Primary Intersection
- Historic Redevelopment
- Potential Bathroom
- Gateway (Overhead and Vertical Options)

HISTORIC REDEVELOPMENT OPPORTUNITIES

- 1 Montgomery Ward
- 2 Brownwood Manor
- 3 Debusk Building
- 4 Brownwood Hotel
- 5 Southwest Appliance Building

POINTS OF INTEREST

- A Post Office
- B City Hall
- C Pat Coursey Park
- D Courthouse
- E Brownwood Coliseum
- F Senior Citizens Center
- G Letbetter Park
- H Event Center Complex
- I Central Fire Station
- J Lehnis Railroad Museum
- K Historic Santa Fe Depot & Harvey House
- L Margaret & Stuart Coleman Plaza
- M Adams St. Community Center
- N Library



Scale: N.T.S.

Map 11. Downtown Framework Map

DOWNTOWN CORE

The Downtown Core is the heart of Downtown Brownwood and should accommodate the most active and dense uses in a highly pedestrian-focused environment.

Existing Conditions

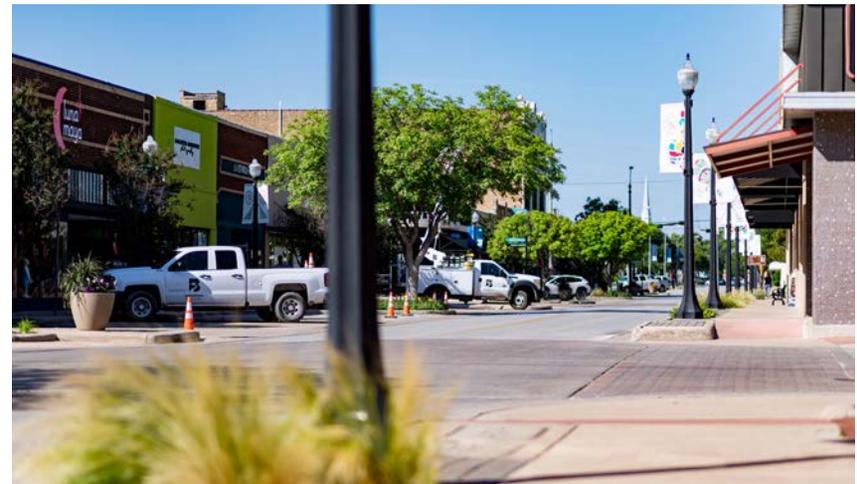
Unlike other small-town downtowns in Texas, Downtown Brownwood is not centered around its courthouse square. This provides an opportunity for the City to establish a Downtown Core based on activity and development potential rather than focusing on a historic or geographic center.

Following the 2003 Downtown Plan, the City has focused its investment along Center Avenue. Today the Downtown Core is primarily made up of a handful of blocks along Center Avenue where local restaurants and shops are housed in historic storefronts. The Core also includes destinations such as the Lyric Theatre, City Hall, the Post Office and Pat Coursey Park (Downtown's primary open space). Many City-wide events and festivals are held on Center Avenue.

There are some historic multi-story assets in the Core that are underutilized and serve as great opportunities for rehabilitation. These include the Brownwood Manor, the Montgomery Ward building and the old Brownwood Hotel, which is the tallest building in Downtown and currently sits empty. Furthermore, there are many surface parking lots, underutilized parcels and non-contributing buildings (i.e., vacant or not a best and highest use) that provide opportunities for redevelopment.



Lyric Theatre



Existing Sidewalk Improvements along Center Avenue

Intended Uses	Ground floor non-residential uses including a mix of boutique retail, restaurants and entertainment venues that bring foot traffic and vibrancy to Downtown. Multi-story buildings can support upper floor residential, lodging or office space. A small amount of residential uses, such as apartment buildings with ground floor retail, urban townhomes or live-work units may be appropriate.
Building Types	Renovated historic or new infill urban building types that enhance the area's definition as an urban core. Mixed-use buildings are appropriate and encouraged.
Building Scale and Placement	Two- to five-story buildings with up to 100% lot coverage make for the highest and best use of this valuable real estate. A few select buildings up to eight stories may be appropriate in key locations. Buildings should front and activate the public streets and sidewalks. Zero lot lines between buildings are appropriate. Alley-loaded buildings help minimize driveway conflicts along the primary roadways.
Parking	On-street parallel and angled parking is appropriate. Off-street parking should be located behind buildings. Surface lots visible from primary roadways should be discouraged or highly screened. All parking lots should include shade trees to the max extent possible.
Urban Design	The main focus for the public realm within the Core should be pedestrian safety and experience. Primary roadways should be designed to encourage slow car speed and shared lanes with bicycles. Primary streetscapes should be accounted for in the form of wide sidewalks, enhanced landscaping, street trees, furnishings and allowance for street-side cafe seating.



Improve Primary Intersections



Streetscape Improvements



Adaptive Reuse

Downtown Core Recommendations

Building Improvements

- Encourage enhancement of building facades and storefront appearances
- Enhance aesthetics of City Hall through facade and landscape improvements
- Incorporate a new green space with visitor kiosk and public restroom adjacent to City Hall
- Support the redevelopment of historic buildings in the Core, including the Brownwood Hotel, the Montgomery Ward Building and Brownwood Manor

Streetscape Improvements

- Provide shade along streets in the form of trees, awnings and other shade structures
- Prioritize Baker Street improvements to better connect the Downtown Core to the Convention and Events District (Primary Streetscape)
- Incorporate improvements along Fisk Street to generate another retail street that takes pressure off Center Avenue (Primary Streetscape)
 - » As development along Center Avenue continues, the improvement of Fisk Street will provide the next wave of opportunities for development and growth in the Core

» There are already some existing businesses along Fisk Street that would benefit from enhancing the public realm along that corridor

- Incorporate a lower level of investment along Access Streetscapes that focuses on visual enhancements and multi-modal access into the Core
- Enhance the intersections at Baker Street with Center Avenue and Fisk Street to focus on pedestrian safety

Open Space Improvements

- Incorporate public art into Downtown open spaces and along enhanced streetscapes
- Increase the accommodation and function of large events in Downtown without disrupting existing businesses

Building Usage

- Encourage professional service businesses (financial, etc.) to relocate from ground-floor store fronts to either multi-story office buildings in the Core or another Downtown Character Area. This frees up the primary corridor frontages, especially along Center Avenue and Fisk Street, to remain available for more active ground-floor uses.
- Attract and retain small businesses
- Support new infill development on underutilized lots in the Core



FRAMEWORK ELEMENTS

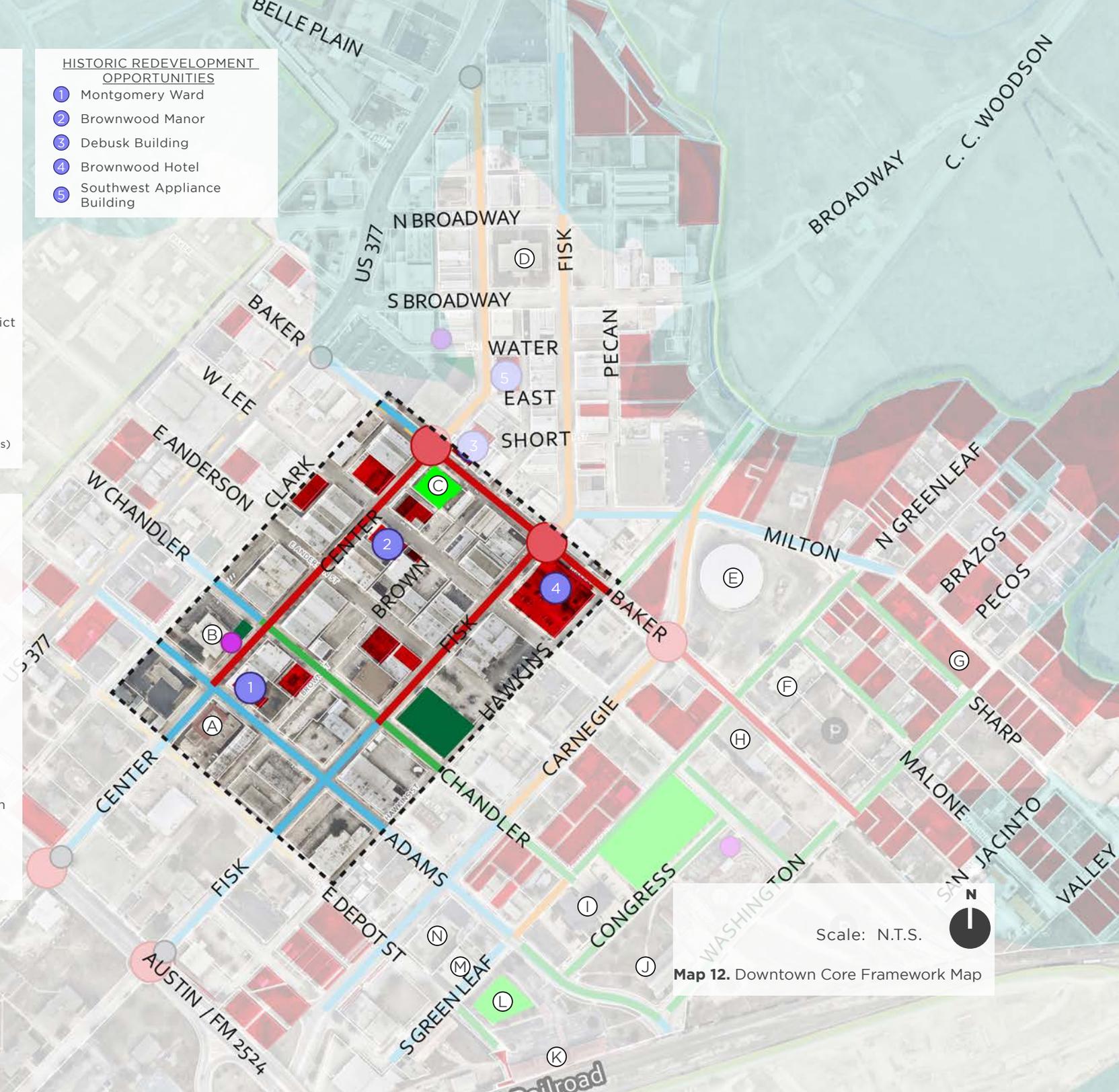
- 100-year Floodplain
- Redevelopment/Infill Potential
- Existing Park
- Proposed Park
- P Future Parking
- Primary Streetscape (Highest level of investment)
- Secondary Streetscape (Mid level of investment)
- Access Streetscape (Lower level of investment)
- Convention & Events District Green Corridors
- Primary Intersection
- Historic Redevelopment
- Potential Bathroom
- Gateway (Overhead and Vertical Options)

HISTORIC REDEVELOPMENT OPPORTUNITIES

- 1 Montgomery Ward
- 2 Brownwood Manor
- 3 Debusk Building
- 4 Brownwood Hotel
- 5 Southwest Appliance Building

POINTS OF INTEREST

- A Post Office
- B City Hall
- C Pat Coursey Park
- D Courthouse
- E Brownwood Coliseum
- F Senior Citizens Center
- G Letbetter Park
- H Event Center Complex
- I Central Fire Station
- J Lehnis Railroad Museum
- K Historic Santa Fe Depot & Harvey House
- L Margaret & Stuart Coleman Plaza
- M Adams St. Community Center
- N Library



Scale: N.T.S.

Map 12. Downtown Core Framework Map

HISTORIC DISTRICT

This area celebrates the history and unique character of Brownwood through the preservation of historic structures and architectural character while promoting building and streetscape improvements.

Existing Conditions

The Historic District is north of the Downtown Core and provides one of the primary entries into the Core. Historic structures in this district include the Brown County Courthouse, the Brown County Museum of History (in the old jailhouse) and the Debusk building. There is also a beautiful historic building, locally referred to as the old Southwest Appliance building, at the corner of Center Avenue and East Street that is currently mostly vacant.

Along with these signature historic assets, there are popular restaurants and boutiques in the northern end of this area near the intersection of Center Avenue and Main Street/US 377. Despite their close proximity, these destinations do not feel connected to the Downtown Core.

Conflict over parking has become an issue between Courthouse employees and patrons of nearby businesses. To note, the street grid shifts direction in this area to true north/south.

Similar to the Core, there are surface parking lots, underutilized parcels and non-contributing buildings that provide opportunities for redevelopment in this area.



Brown County Museum of History

Intended Uses	Non-residential uses including a mix of retail, office, services, restaurants, lodging and entertainment. Multi-story buildings support upper-floor residential, lodging and office space. A small amount of residential uses such as apartment buildings with ground floor retail, urban townhomes, or live-work units may be appropriate.
Building Types	Renovated historic or new infill buildings that fit in with the surrounding historic context. Mixed-use buildings are appropriate.
Building Scale and Placement	One- to three-story buildings fronting along public streets and sidewalks.
Parking	On-street parallel and angled parking. Off-street parking should be located behind buildings whenever possible. Parking lots should be amply screened from the public streets and sidewalks.
Urban Design	The pedestrian experience should remain a high priority in this area, although streetscapes do not need to be as intensive as in the Core.



Enhanced Streetscapes



Preserve Historical Elements



Adaptive Reuse

Historic District Recommendations

Building Improvements

- Redevelopment in the historic district should concentrate on improvements to deteriorated and underutilized structures
- Encourage and support full utilization of the rehabilitated Debusk building
- Encourage long-term development and adaptive reuse of the historic Southwest Appliance building

Streetscape Improvements

- Extend Center Avenue streetscape improvements up to Main Street/US 377 (Secondary Streetscape). Streetscape improvements should be consistent with those already completed along Center Avenue within the Downtown Core.
- Provide Downtown gateways at the intersections of Main Street/US 377 with Center Avenue and Baker Street. See Chapter 3 for additional detail.

Open Space Improvements

- Provide a new pocket park or public plaza update with public restrooms on the lot at the southwest corner of Center Avenue and Water Street

Parking Improvements

- Encourage County to address parking issues around the Courthouse

Building Usage

- Attract and retain professional service businesses, retail and restaurants



FRAMEWORK ELEMENTS

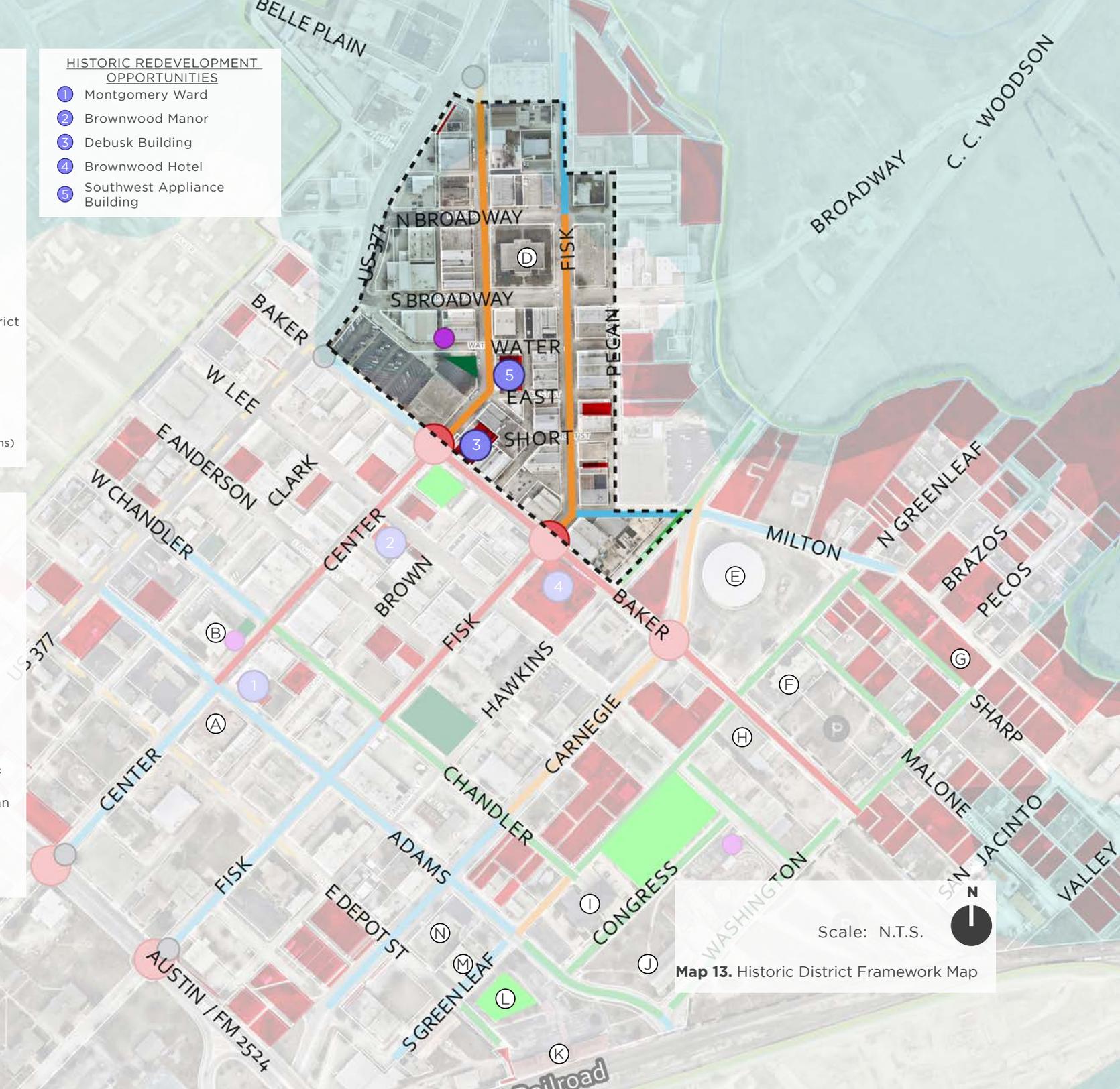
- 100-year Floodplain
- Redevelopment/Infill Potential
- Existing Park
- Proposed Park
- P Future Parking
- Primary Streetscape (Highest level of investment)
- Secondary Streetscape (Mid level of investment)
- Access Streetscape (Lower level of investment)
- Convention & Events District Green Corridors
- Primary Intersection
- Historic Redevelopment
- Potential Bathroom
- Gateway (Overhead and Vertical Options)

HISTORIC REDEVELOPMENT OPPORTUNITIES

- 1 Montgomery Ward
- 2 Brownwood Manor
- 3 Debusk Building
- 4 Brownwood Hotel
- 5 Southwest Appliance Building

POINTS OF INTEREST

- A Post Office
- B City Hall
- C Pat Coursey Park
- D Courthouse
- E Brownwood Coliseum
- F Senior Citizens Center
- G Letbetter Park
- H Event Center Complex
- I Central Fire Station
- J Lehnis Railroad Museum
- K Historic Santa Fe Depot & Harvey House
- L Margaret & Stuart Coleman Plaza
- M Adams St. Community Center
- N Library



Scale: N.T.S.



Map 13. Historic District Framework Map

TRANSITION ZONE

The Transition Zone acts as the glue that connects surrounding areas to the Downtown Core and must be an environment that facilitates mobility and accessibility for all users.

Existing Conditions

The Transition Zone surrounds the Core on three sides and currently may be described as inhospitable and not indicative of the activity and vibrancy of the Core. However, this area is an important piece of the Downtown fabric and ideally serves as a connection between the Convention and Events District, Downtown Core and HPU. The Transition Zone's adjacency to the HPU campus provides an opportunity to strengthen the town and gown relationship between Downtown and HPU. Furthermore, the Transition Zone often provides the first impression of Downtown as visitors travel through here en route to the Core.

The area is currently characterized by low profile commercial and industrial buildings with surface parking lots and minimal pedestrian activity or infrastructure. Portions of Hawkins Street, Carnegie Street and Greenleaf Street lack sidewalks. Without adequate pedestrian facilities or shade trees, many areas are uncomfortable and dangerous for pedestrians.

There are several churches located within this zone, as well as historic residences including the R.B. Rogers House and Walker House.



Aerial View from Intersection of Fisk Street and Chandler Street



Aerial View from Intersection of Main Street and Austin Avenue

Intended Uses	A mix of urban residential and non-residential uses that may or may not produce active frontages can be appropriate here. Small-scale, medium-density attached and detached residential, such as missing middle products, may also be appropriate. Missing middle housing refers to a range of house-scale buildings with multiple units located in a walkable neighborhood. More auto-oriented commercial development is appropriate in this area specifically along the Main Street/US 377 corridor.
Building Types	New or renovated building types that fit in the surrounding context. Mixed-use buildings are appropriate and accessory dwelling units and garage apartments should be allowed with single-family residential uses.
Building Scale and Placement	One- to three-story buildings aligned along public streets and sidewalks.
Parking	On-street parallel and angled parking. Off-street parking for non-residential buildings should be located behind buildings whenever possible and adequately screened from the public roadways and sidewalks.
Urban Design	Although less intensive than in the Core, streetscapes should continue to be safe and comfortable for pedestrians in this area to promote connectivity to destinations beyond the Core.



Medium-Density Development Example



Leverage Adjacencies to HPU



Gateway Signage

Transition Zone Recommendations

Streetscape Improvements

- The Downtown Core is hidden from the major roadways (Main Street/ US 377 and Austin Avenue) by the Transition Zone. It is of utmost importance to provide branding, wayfinding and other visual cues to passersby that something of interest is nearby.
 - » Gateways visually signal entry or arrival into a distinct district for pedestrians and motorists. These areas can be designed at various scales and levels of investment to establish a hierarchy of entries into Downtown. Provide gateways along Austin Avenue at Center Avenue and Fisk Street, as well as Main Street/US 377 at Chandler Street and Baker Street. More information regarding gateways is provided in Chapter 3.
 - » Enhancements along the streets leading from the Core (Access Streetscape) to the Downtown gateways should provide enhanced visual interest and access into the Core. Enhancement of the Access Streetscapes could include modest upgrades that require a lower cost, but provide high visual impact and draw interest.

These include smaller scale improvements to sidewalks, landscaping and lighting.

- Enhance the intersections along Austin Avenue at Center Avenue and Fisk Street as well as at Baker Street and Carnegie Street to focus on pedestrian safety

Building Usage

- Redevelop the 200 Carnegie block and Brown County Health site into uses that support the Downtown Core
- Encourage general infill and redevelopment of properties in the area

Potential partnerships may exist with the University to implement some of these strategies, especially those that interact with their campus edges.

Open Space Improvements

- The small triangle parcel to the west of the Coliseum could provide an ideal spot for green space, parking and other amenities to serve as a Downtown trailhead for the network of greenbelt trails



FRAMEWORK ELEMENTS

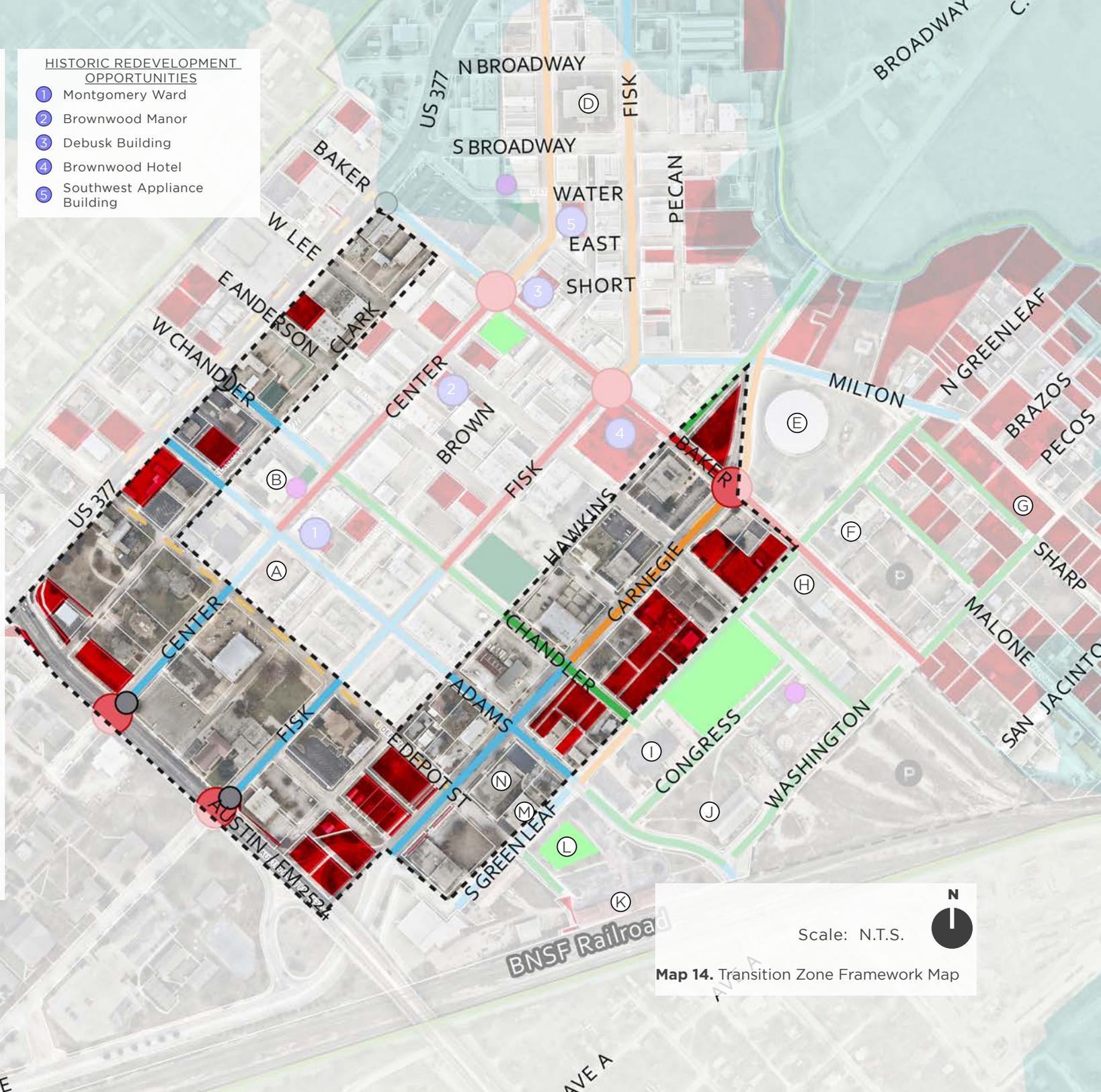
- 100-year Floodplain
- Redevelopment/Infill Potential
- Existing Park
- Proposed Park
- P Future Parking
- Primary Streetscape (Highest level of investment)
- Secondary Streetscape (Mid level of investment)
- Access Streetscape (Lower level of investment)
- Convention & Events District Green Corridors
- Primary Intersection
- Historic Redevelopment
- Potential Bathroom
- Gateway (Overhead and Vertical Options)

HISTORIC REDEVELOPMENT OPPORTUNITIES

- 1 Montgomery Ward
- 2 Brownwood Manor
- 3 Debusk Building
- 4 Brownwood Hotel
- 5 Southwest Appliance Building

POINTS OF INTEREST

- A Post Office
- B City Hall
- C Pat Coursey Park
- D Courthouse
- E Brownwood Coliseum
- F Senior Citizens Center
- G Letbetter Park
- H Event Center Complex
- I Central Fire Station
- J Lehnis Railroad Museum
- K Historic Santa Fe Depot & Harvey House
- L Margaret & Stuart Coleman Plaza
- M Adams St. Community Center
- N Library



Scale: N.T.S.



Map 14. Transition Zone Framework Map

CONVENTION AND EVENTS DISTRICT

The Convention and Events District is organized by a framework of open spaces and walkable streets that provide comfort, access and interest to and from the many civic destinations and attractions in the area.

Existing Conditions

The Convention and Events District is named for the concentration of major civic uses, including the Lehnis Railroad Museum, the Coliseum, the Event Center Complex, the Depot Civic and Cultural Center, the community library and multiple community centers.

Plans are in place to provide a large parking lot on BNSF-owned right-of-way to service Downtown on the farthest east edge of the area.

Between these major destinations are low rise commercial and industrial buildings with surface parking lots and some undeveloped properties. The area is currently inhospitable and uncomfortable for pedestrians.



Brownwood Coliseum



Lehnis Railroad Museum

Intended Uses	A focus on entertainment, event venues and civic uses, with a mix of supporting residential and non-residential uses. Small-scale, medium-density attached and detached residential, such as missing middle products, may be appropriate.
Building Types	New or renovated building types that fit in the surrounding context. Mixed-use buildings are appropriate and accessory dwelling units and garage apartments should be allowed with single-family residential uses.
Building Scale and Placement	One- to three-story buildings aligned along public streets and sidewalks.
Parking	On-street and off-street parking are appropriate. Off-street parking should be located behind buildings whenever possible. Off-street parking should be adequately screened and buffered from the public roadways and sidewalks.
Urban Design	Streetscapes in this area should include enhanced sidewalks and landscape elements to provide a visual identity and to prioritize pedestrian safety and comfort along corridors that connect entertainment and event destinations within the area and to the Core. Generous landscaping along “green corridors” could make this area feel like a campus, lending to its unique identity. Some streets may be designed to be easily closed to traffic, allowing pedestrians to utilize the ROW and move seamlessly between blocks during major events.



Green Corridor Framework



Connection to Event Center



Pedestrian Mall

Convention and Events District Recommendations

Streetscape Improvements

- Prioritize Baker Street improvements to better connect the Downtown Core to the Coliseum and future parking lot (Primary Streetscape)
- Create a cohesive visual identity and improve circulation between the many civic uses in this area, with the intent of evoking the experience of walking through a campus. This can be done via an enhanced framework of landscaped areas, streetscapes and improved pedestrian facilities.
 - » Green Corridors: Streets between the many destinations found in this area should be designed to focus on the pedestrian with enhanced sidewalks and landscape elements, paying particular attention to the provision of shade.
- Develop streetscapes with the intention of supporting large scale community events

Building Usage

- Continue to strengthen Brownwood's partnership with HPU to host large events at the Coliseum
- Continue to market and develop the Visitor Center component within the Lehnis Railroad Museum
- Some of the planned surface lots east of the Coliseum and north of the Event Center should be considered for other uses in the future (e.g., mixed-use building, boutique retail and urban residential), especially if full blocks can be conglomerated
- Encourage general infill and redevelopment of properties in the area

Parking Improvements

- Parking lots in this area should include enhanced landscape screening elements



FRAMEWORK ELEMENTS

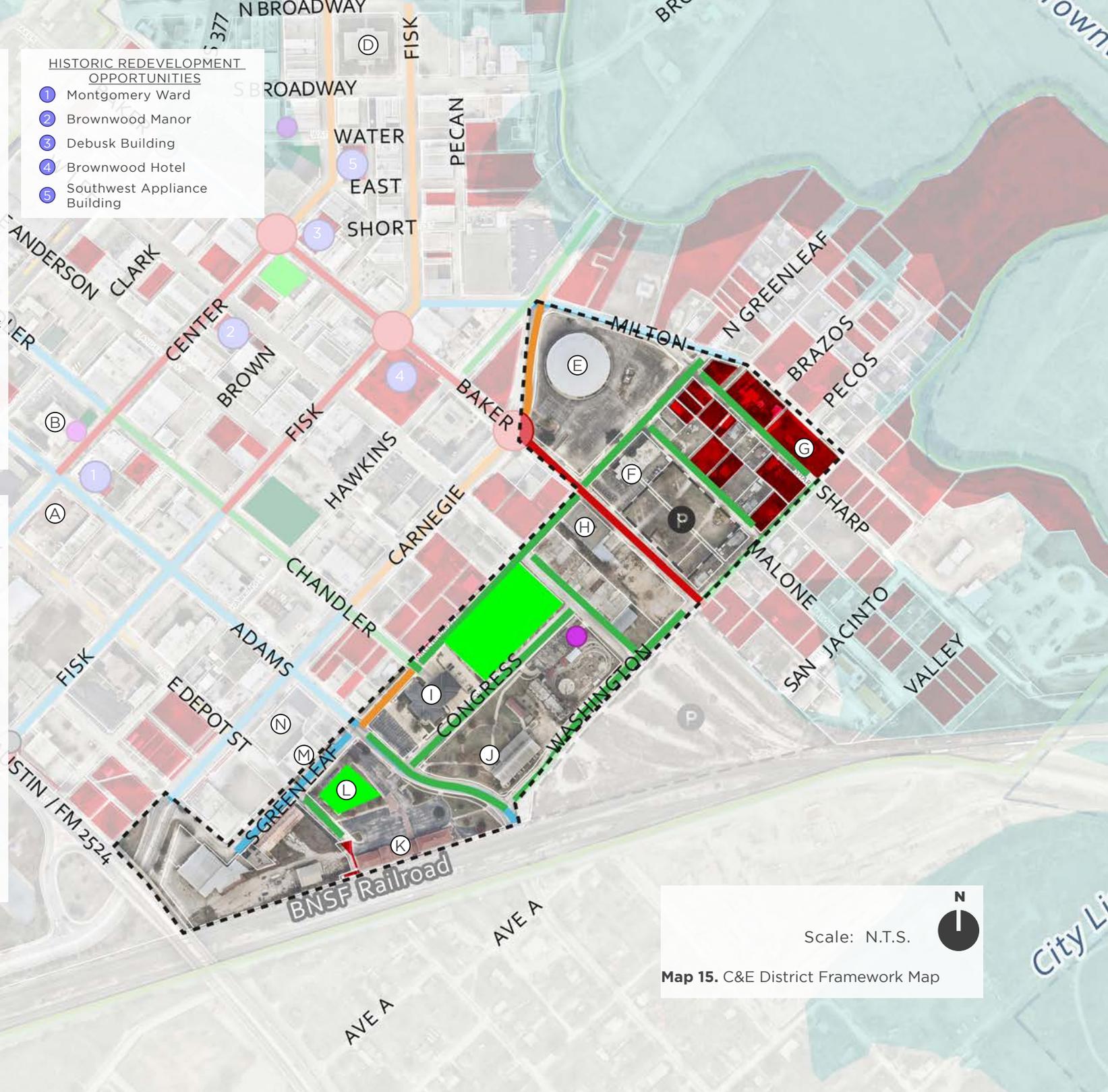
- 100-year Floodplain
- Redevelopment/Infill Potential
- Existing Park
- Proposed Park
- P Future Parking
- Primary Streetscape (Highest level of investment)
- Secondary Streetscape (Mid level of investment)
- Access Streetscape (Lower level of investment)
- Convention & Events District Green Corridors
- Primary Intersection
- Historic Redevelopment
- Potential Bathroom
- Gateway (Overhead and Vertical Options)

HISTORIC REDEVELOPMENT OPPORTUNITIES

- 1 Montgomery Ward
- 2 Brownwood Manor
- 3 Debusk Building
- 4 Brownwood Hotel
- 5 Southwest Appliance Building

POINTS OF INTEREST

- A Post Office
- B City Hall
- C Pat Coursey Park
- D Courthouse
- E Brownwood Coliseum
- F Senior Citizens Center
- G Letbetter Park
- H Event Center Complex
- I Central Fire Station
- J Lehnis Railroad Museum
- K Historic Santa Fe Depot & Harvey House
- L Margaret & Stuart Coleman Plaza
- M Adams St. Community Center
- N Library



Scale: N.T.S. N

Map 15. C&E District Framework Map

DOWNTOWN SUPPORTING AREA

The Downtown Supporting Area serves as a buffer between Downtown and the surrounding City. Main Street/US 377 accommodates businesses seeking high-visibility to vehicular traffic, while the neighborhoods along the Adams Branch Creek offer a more boutique and quaint experience by the adaptive reuse of existing residential spaces.

Existing Conditions

The areas on the fringes of Downtown are a mix of auto-oriented commercial and residential uses, with many undeveloped properties. The northern portion of this area borders the Williams and Adams Branch Creeks and much of the land is in the 100-year floodplain. This poses a barrier to redevelopment but also creates an opportunity for a greenbelt trail corridor.

Major physical barriers, the BNSF railway and Main Street/US 377 roadway, cut off portions of this area from the rest of Downtown. The small portion of the study area south of the railroad tracks that was included in the prior Downtown Plan has been removed from this Plan due to its lack of connection to the rest of the area. The properties west of US 377 remain in the study area, but are not slated for major public investment, as their lack of connection does not allow them to contribute to the Downtown in the same manner as other sites within the area.



Main Street/ US 377 Retail



Main Street and Austin Avenue Intersection

Intended Uses	Mix of neighborhood-scaled office, retail, restaurant and commercial. Small-scale, medium-density attached and detached residential, such as missing middle products, are very appropriate here. More auto-oriented commercial or larger multi-family residential development are appropriate along the Main Street/US 377 corridor.
Building Types	New or renovated urban or suburban building types that fit in the surrounding context. Mixed-use buildings are less appropriate; however, home-based businesses or residential homes being used for commercial services are appropriate. Accessory dwelling units and garage apartments should be allowed with single-family residential uses.
Building Scale and Placement	One- to three-story buildings aligned along public streets and sidewalks. Buildings up to five-stories tall may be appropriate along the Main Street/US 377 corridor.
Parking	On-street and off-street parking are appropriate. Off-street parking should be located behind buildings whenever possible. Off-street parking should be buffered from the public roadways and sidewalks and screened where feasible.
Urban Design	Roadways should be comfortable for a variety of modes, including slow-moving neighborhood traffic, bicycles and pedestrians with sidewalks on both sides of the streets. Higher-volumes and speeds of vehicular traffic are expected along the US 377 corridor; therefore, sidewalks along this roadway should include extra buffering and safety considerations to protect pedestrians.



Trail Corridor Example



Adaptive Reuse Example



Auto-oriented Development Example

Supporting Area Recommendations

Building Usage

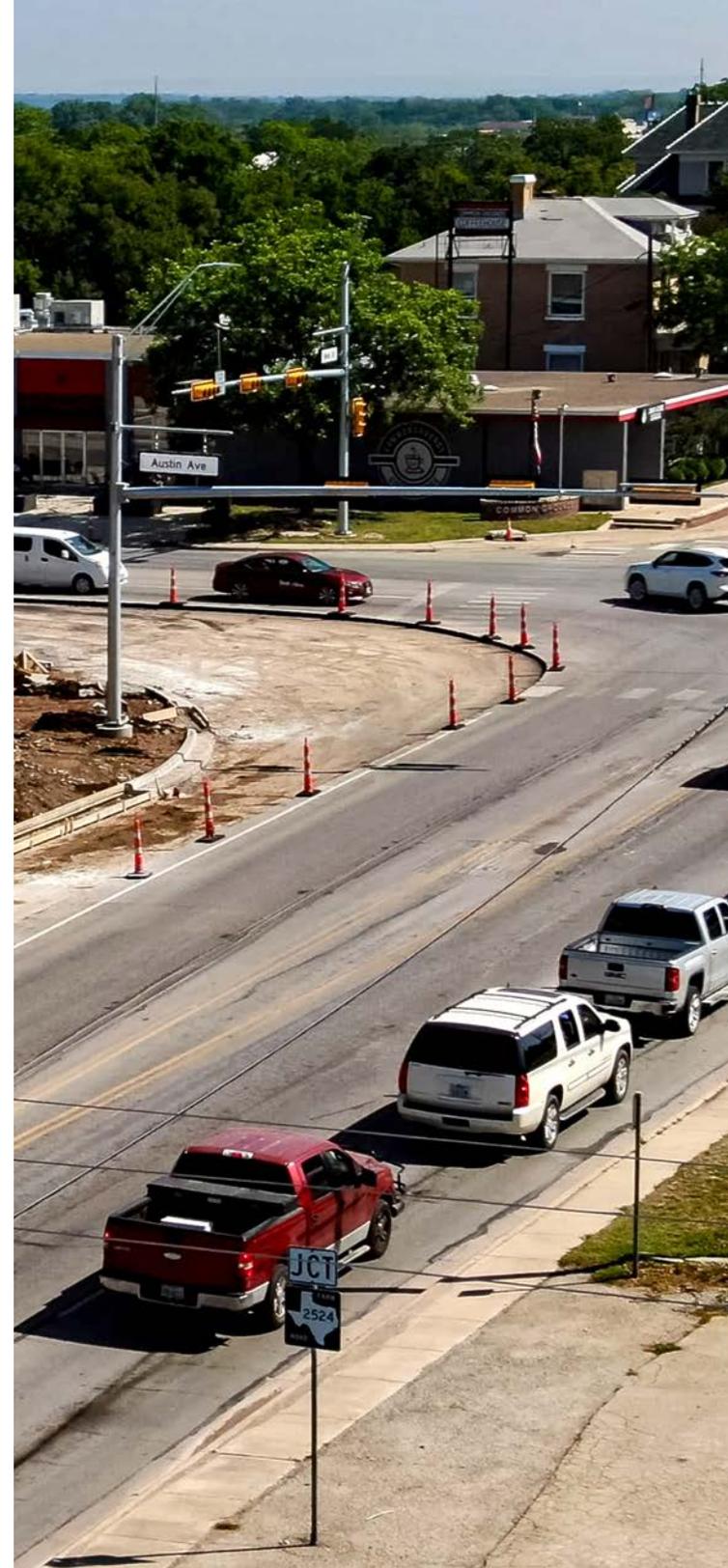
- The Supporting Area surrounds the other Downtown character areas and buffers Downtown Brownwood from the rest of the City
- Development in the Supporting Areas encourages pedestrian activity, but can still support high-speed vehicular traffic, particularly along Main Street/ US 377. Businesses that require high vehicular traffic volumes and benefit from highly visible signage systems should locate along the Main Street/US 377 corridor in the Supporting Areas.
- Businesses that don't rely on high vehicular traffic volumes or prefer a less vehicular-intensive environment can be located within the neighborhoods along the creek. These neighborhoods can provide a more intimate and pedestrian-focused environment.
- Encourage general development of properties. Careful consideration should be given to future development north of the Downtown Core and Convention and Events District since much of these areas lie within the floodplain.

Open Space Improvements

- Floodplains provide opportunities to establish open space uses along the waterways to provide a network of trails that connect Downtown to Cecil Holman and Riverside Parks. Incorporate a shared-use path along Hawkins Street to connect Baker Street to a potential Adams Branch greenbelt trail.

Parking Improvements

- Continue the agreement with the railroad to utilize their ROW land to provide public parking for Downtown



FRAMEWORK ELEMENTS

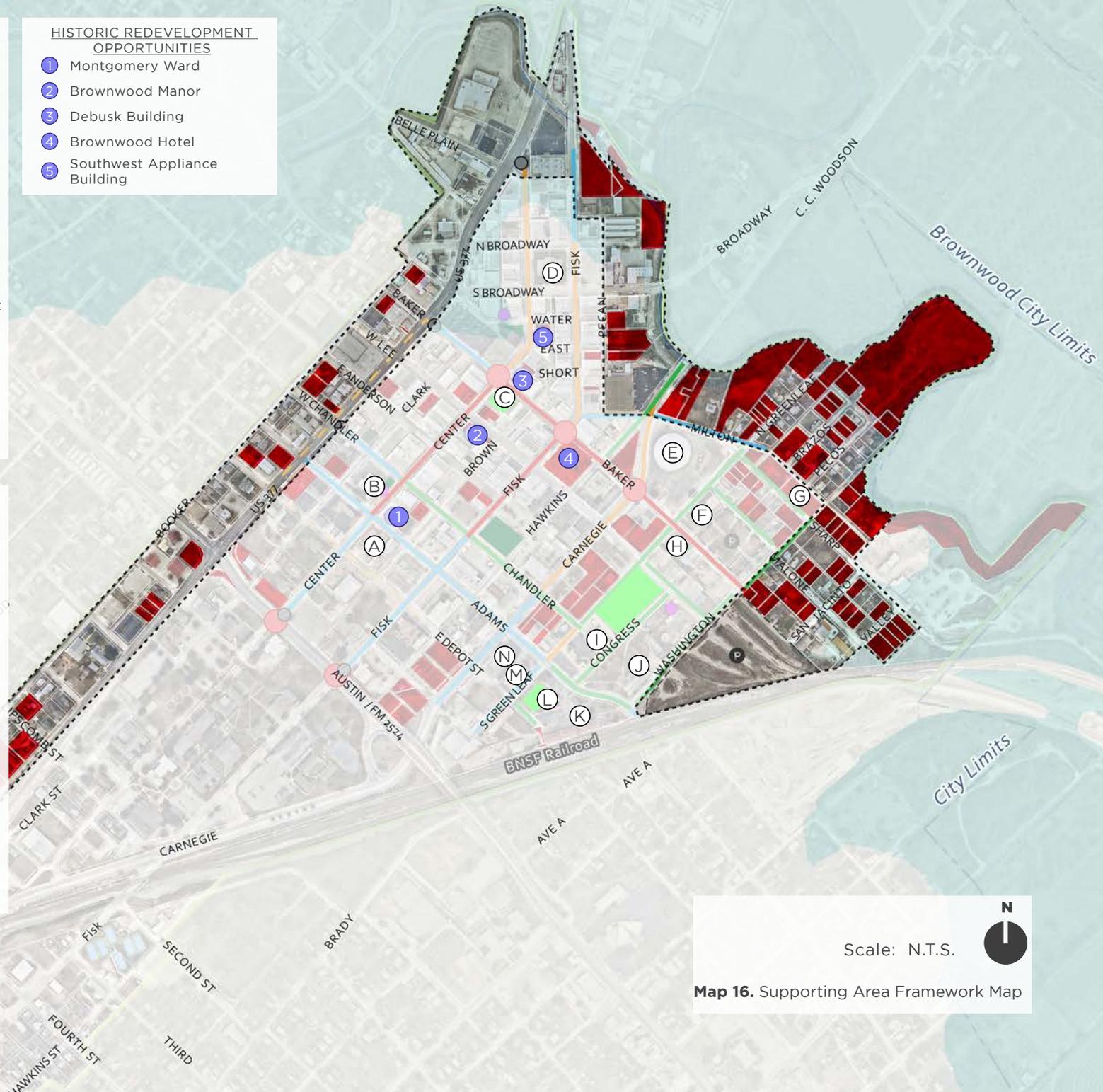
- 100-year Floodplain
- Redevelopment/Infill Potential
- Existing Park
- Proposed Park
- P Future Parking
- Primary Streetscape (Highest level of investment)
- Secondary Streetscape (Mid level of investment)
- Access Streetscape (Lower level of investment)
- Convention & Events District Green Corridors
- Primary Intersection
- Historic Redevelopment
- Potential Bathroom
- Gateway (Overhead and Vertical Options)

HISTORIC REDEVELOPMENT OPPORTUNITIES

- 1 Montgomery Ward
- 2 Brownwood Manor
- 3 Debusk Building
- 4 Brownwood Hotel
- 5 Southwest Appliance Building

POINTS OF INTEREST

- A Post Office
- B City Hall
- C Pat Coursey Park
- D Courthouse
- E Brownwood Coliseum
- F Senior Citizens Center
- G Letbetter Park
- H Event Center Complex
- I Central Fire Station
- J Lehnis Railroad Museum
- K Historic Santa Fe Depot & Harvey House
- L Margaret & Stuart Coleman Plaza
- M Adams St. Community Center
- N Library



Scale: N.T.S.



Map 16. Supporting Area Framework Map



Welcome to
SHAW
MARKET

BROWNWOOD

3 DOWNTOWN MASTER PLAN



DOWNTOWN MASTER PLAN

The Downtown Master Plan chapter identifies and describes specific strategies, recommendations and projects to realize the vision of the Downtown Plan. Additional information regarding implementation of these recommendations are included in the next chapter.

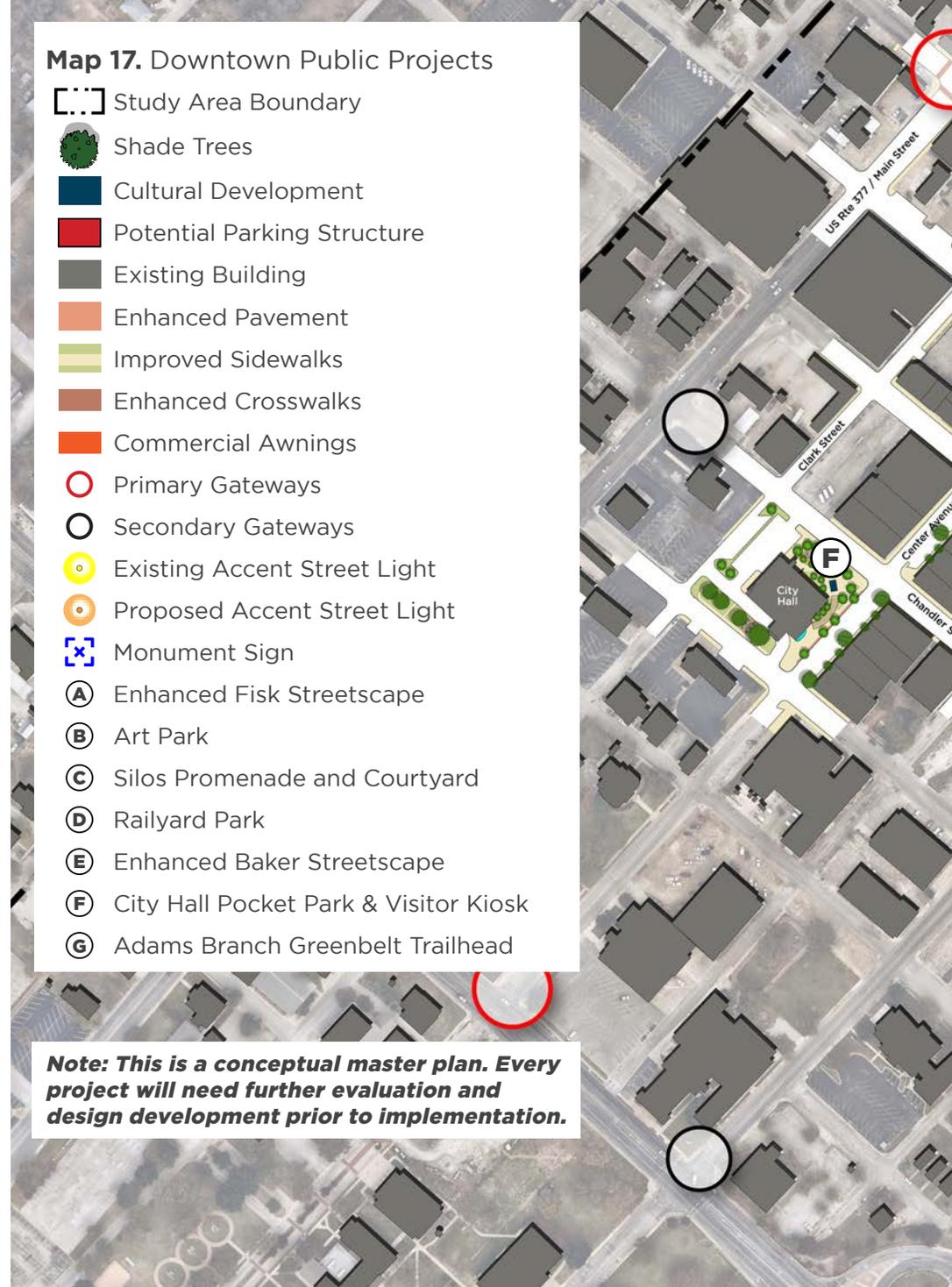
This section includes

- Public Realm Strategies
- Branding & Signage Recommendations
- Building Frontage Recommendations
- Public Projects
- Waste Management Strategies
- Downtown Mobility Strategies

Map 17. Downtown Public Projects

- ▭ Study Area Boundary
- Shade Trees
- Cultural Development
- Potential Parking Structure
- Existing Building
- Enhanced Pavement
- Improved Sidewalks
- Enhanced Crosswalks
- Commercial Awnings
- Primary Gateways
- Secondary Gateways
- Existing Accent Street Light
- Proposed Accent Street Light
- Monument Sign
- Ⓐ Enhanced Fisk Streetscape
- Ⓑ Art Park
- Ⓒ Silos Promenade and Courtyard
- Ⓓ Railyard Park
- Ⓔ Enhanced Baker Streetscape
- Ⓕ City Hall Pocket Park & Visitor Kiosk
- Ⓖ Adams Branch Greenbelt Trailhead

Note: This is a conceptual master plan. Every project will need further evaluation and design development prior to implementation.



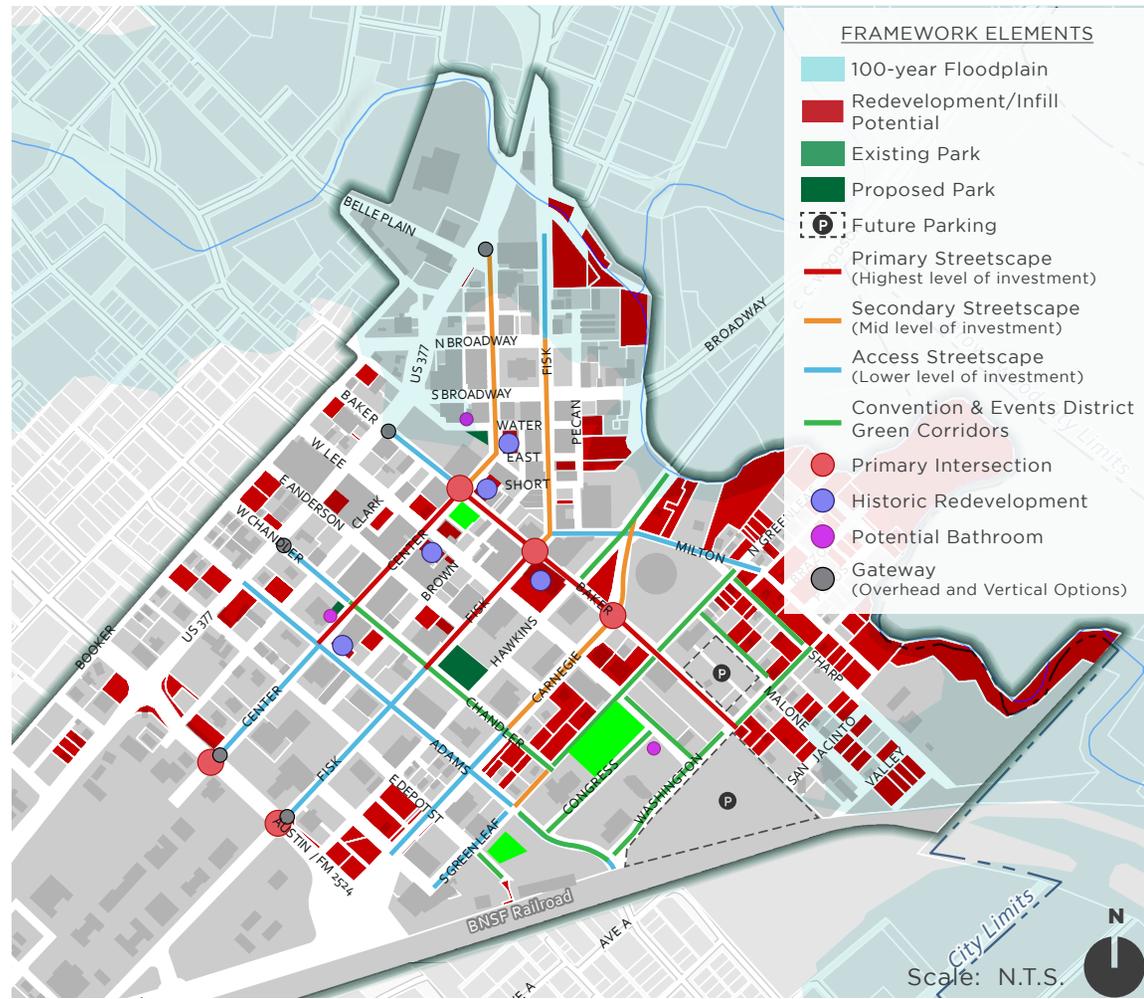


PUBLIC REALM STRATEGIES

The public realm consists of all the spaces that are publicly accessible in Downtown, including street rights-of-way, sidewalks and park spaces. The public realm sets the feel and tone for Downtown and provides the space for public gatherings and events. It is also an important part of the experience for visitors to the area, as the public realm is both the first and last thing business-goers will encounter when they come to shop, dine, etc. The public realm should seek to enhance both the experiential and functional aspects of Downtown.

Some of the recommendations provided here are best practices and applicable to any downtown, while others are specific to Downtown Brownwood.

Imagery used in this chapter is for demonstrative purposes only and is meant to provide inspiration and help bring clarity to the intent of the text descriptions provided. Implementation of the strategies and recommendations will need to be designed for the unique context in Brownwood. Some additional details for specific projects are included in the “Public Projects” section.



Map 18. Framework Map

STREETSCAPES

Streetscapes offer initial and lasting views for visitors of Downtown. Design elements that include street trees, decorative pavers, consistent street furnishings and planters help create the profile of an area and a comfortable and safe place for people to walk and gather. Streetscape design is especially important in a downtown, where people often go to experience something fun, exciting and unique. While this experience can be based on a specific restaurant or open space, it is also strongly impacted by the person's experience walking between destinations.

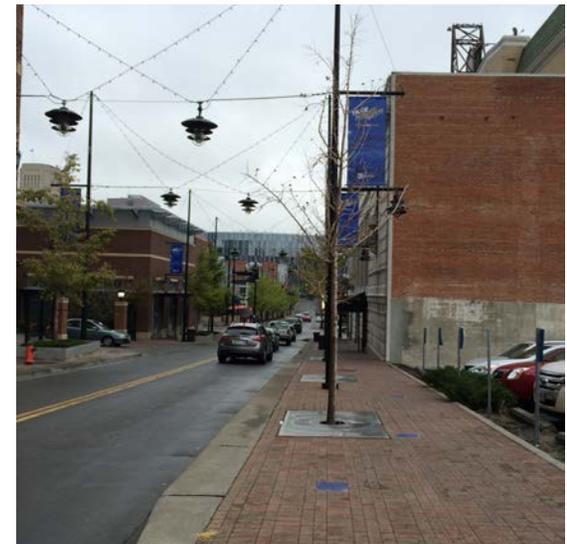
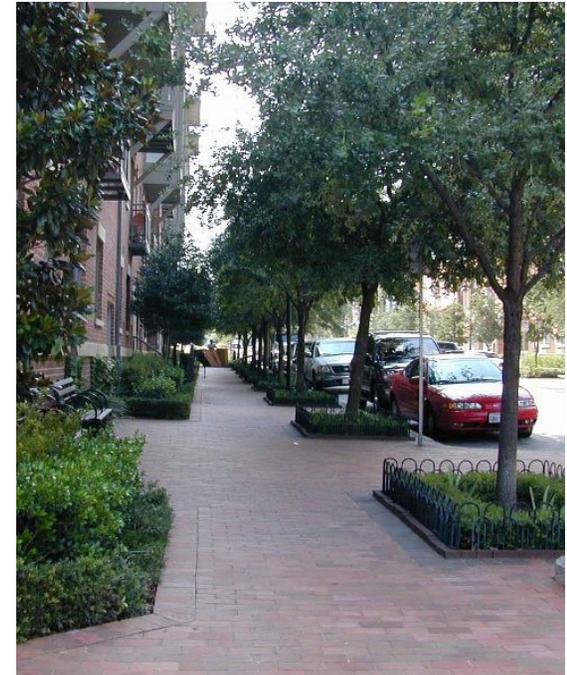
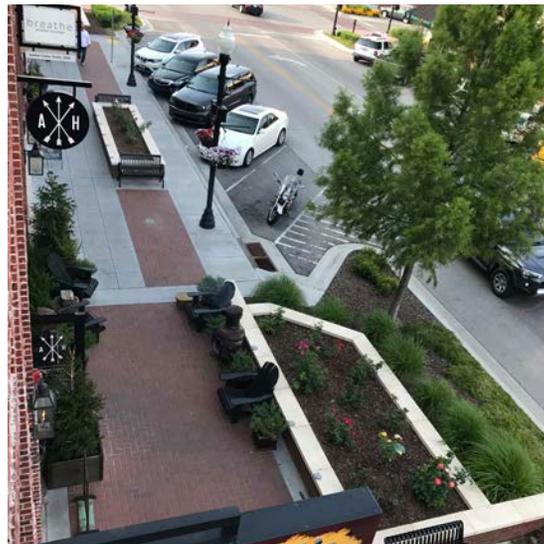
It is important to note that even the most well designed streets will not be successful if they are not “activated.” Activating the public realm means designing physical elements, contexts and programming that encourage people to come to, stay in and enjoy a space. Along activated streets, an emphasis should be placed on people-focused or pedestrian scale design. Allowing businesses to spill out into the right-of-way (ROW) via sidewalk sales or outdoor dining areas, public art, tactical urbanism installations and treatment of the building facades are all elements of activation.

While sidewalk connectivity should be prioritized throughout all of Downtown, certain streetscapes have

been identified for increased aesthetic treatments and investment. The street typologies identified for Downtown Brownwood are:

- Primary Streets
- Secondary Streets
- Tertiary (Access) Streets
- Green Streets

These street typologies are denoted in Map 18. Framework Map on page 68 and described further on the following pages.



Primary Streetscapes

Primary streetscapes are the most important streets for enhanced aesthetics and pedestrian amenities and are those that host the majority of the active business frontages. These streets should receive the highest investment in improvements and should prioritize pedestrians and the shopping experience. Recommended aesthetic treatments and investments should include:

- Expanded sidewalk areas with enhanced paving, landscaping, lighting and furnishings
- Streetscape elements that help separate pedestrians from vehicles and promote safety
- Street trees to the maximum extent possible, likely in bump-outs
- Enhanced treatment at intersections and crosswalks (e.g. planting and decorative crosswalks)
- Bulb-outs both mid-block and at intersections to shorten pedestrian crossing distances and protect on-street parking
- Businesses should be encouraged to activate their frontages along primary streetscapes with potted plants, seating, sidewalk sales, creative signage, etc.

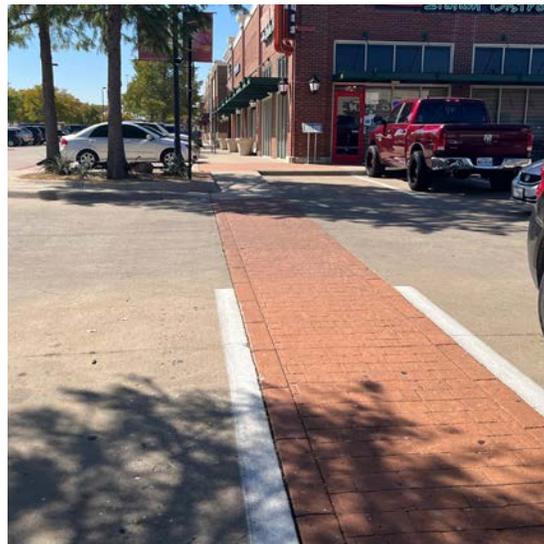
Under “Public Projects”, detailed streetscape improvements are provided for Fisk Street and Baker Street.



Secondary Streetscapes

Secondary streetscapes will have a lower level of investment, with special treatments necessary only in select areas. Business frontages may or may not be “active”, but should still contribute to the aesthetics of the streetscape. These are extensions of primary streets and should still allow for some level of aesthetics and provide pedestrian walkability along their entirety. These streets should balance pedestrian and vehicular traffic. Recommended aesthetic treatments and investments should include:

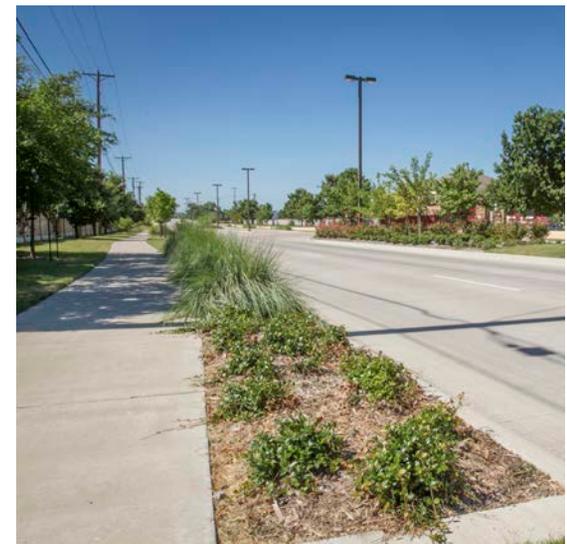
- Consistent sidewalk connectivity
- Street trees where possible
- Enhanced treatment at intersections and crosswalks (e.g., plantings, brick pavers at corners, and decorative crosswalks), especially where they intersect primary streets
- Businesses should be allowed to activate their frontages along secondary streetscapes with potted plants, seating, sidewalk sales, creative signage, etc.



Tertiary/Access Streetscapes

Enhancements along the streets leading from the Core to the Downtown gateways (through several blocks of transition zone) should provide visual interest and access into the Core for both vehicles and pedestrians, but do not require the same level of investment as other Downtown streets. Focus should be on modest upgrades that require a lower cost but still provide high visual impact, draw interest, and function to get people from surrounding corridors into Downtown. Recommended aesthetic treatments and investments should include:

- Consistent sidewalk connectivity
- High impact, low cost lighting, such as festoon lighting
- Signage to direct drivers and pedestrians to the Downtown Core
- Low-maintenance plantings where possible



Green Streets

Streets between the Core and Convention and Events District should be designed to focus on the pedestrian with enhanced sidewalks and landscape elements, paying particular attention to the provision of shade. These two areas of Downtown will be the most heavily trafficked by pedestrians walking between destinations or parking and destinations. Without the activation of businesses and building frontages, the streetscape itself will need to provide the interest and comfort for pedestrians. This is also the opportunity to transition from the Core to the more campus-like Convention and Events District. Recommended aesthetic treatments and investments should include:

- Consistent sidewalk connectivity, with enhanced landscaping and pedestrian amenities, such as benches and lighting
- Landscaping and consistent street trees along the sidewalk to the extent possible
- Enhanced treatment at intersections and crosswalks (e.g., plantings, brick pavers at corners and decorative crosswalks), especially where they intersect primary streets
- Additional elements of interest that create an experience of discovery along the walking journey; such as murals, public art, interesting paving patterns and unique furnishings



PUBLIC FACILITIES & SPACES

The design elements seen and experienced in public spaces such as parks, plazas and other gathering spaces, create a lasting impression on people who visit the area. These are also the areas where people can gather or spend time in Downtown without patronizing a business. Parks and open spaces are often where you will see families spending time in Downtown. Downtown already has one great public space in Pat Coursey Park, but could use additional park spaces to cater to a greater variety of activities.

Public facilities in downtowns are often activity generators. For example, people who may not otherwise come to Downtown might visit City Hall or the Post Office to take care of permits, pay bills, and do other business. The prominent location of Brownwood's City Hall in Downtown allows it to be an opportunity to contribute to the public realm of Center Avenue.

Additional recommendations for City Hall and Downtown park spaces can be found under "Public Projects".

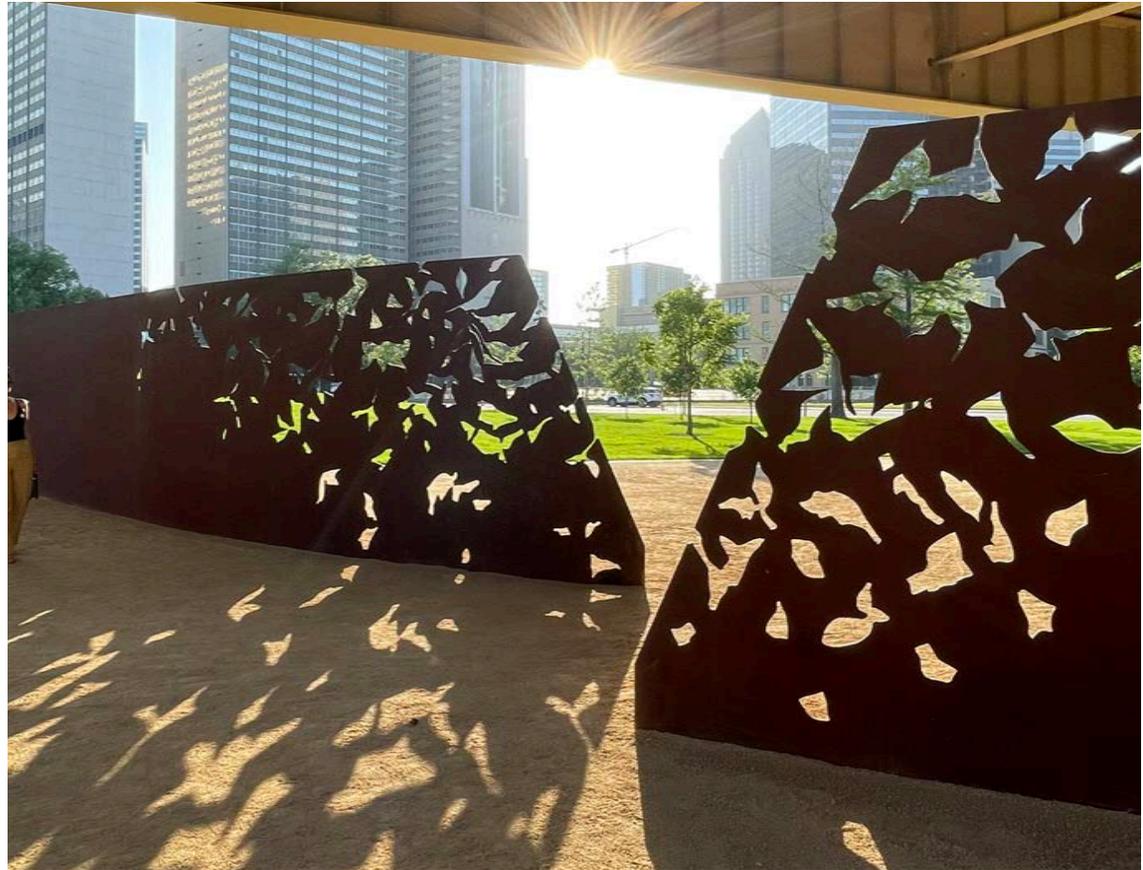


PUBLIC ART

Public art can provide many functions and benefits in a downtown setting. Public art provides opportunities to celebrate local history, culture and artists. It can be used to effectively enliven dull buildings, parking lots, and other spaces lacking visual interest or a sense of place. Art can also be visual, educational or interactive.

Art can take several forms including gateways and signage, murals and sculpture. Functional elements of the public realm, such as paving, benches, trash cans and even screening fences can also be made into unique art pieces.

Public art should be strategically placed and can include permanent or temporary installations. The proposed Art Park and Green Streets are specific locations that should incorporate art in Downtown Brownwood. However, public art does not need to be limited to these areas and can be installed wherever there is an opportunity.



SITE FURNISHINGS

Site furnishings include elements such as seating, waste receptacles, planters, screens, shade structures, tree grates and guards, etc. These elements should be attractive, commercial-grade, durable and made of vandal-resistant materials. Site furnishings are opportunities to reflect the preferred character of Downtown, be that historic, contemporary, eclectic or otherwise. Depending on the character Brownwood would like to cultivate, furnishings may be consistent in aesthetics or they can be an opportunity for businesses to showcase their unique identities using different styles, colors, etc. along a block.

The City may consider the creation of specific Downtown Design Guidelines that include preferred furnishing families.



Unique wood benches



Planter inset with a metal bench



Metal cafe seating

LIGHTING

Effective lighting creates ambiance, increases safety and provides visual attraction during evening activity. Lighting is also an architectural element that can enhance the historic character of a downtown or provide a more modern and contemporary aesthetic. Lighting should be considered as part of the overall urban design guidelines to ensure that lighting materials and aesthetics complement the overall Downtown branding strategy. Lighting should be thoughtfully implemented to address various scales and complement the surrounding context. This includes integrating lighting for vehicular areas along streets, positioning bollards at intersections and introducing pedestrian-focused lighting along key pedestrian corridors.

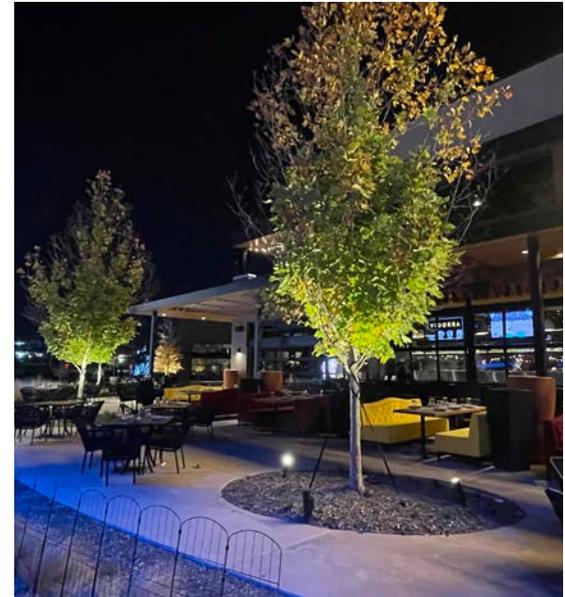
Lighting can also be decorative and for the sole purpose of highlighting special building or landscape elements. Decorative and accent lighting should be used sparingly, on iconic buildings and in major public spaces, to preserve the impact when it is used.

Downtown Brownwood has existing historic streetlamps that should be maintained and replicated for the street-scale lighting.

Most lighting in Downtown should be fully shielded to prevent glare and overwhelming illumination.



Brownwood's historic street lamps



Landscape accent lighting



Pedestrian bollards at an intersection



Festoon lighting along a pedestrian alley

LANDSCAPING

Landscape plants provide many functions in a downtown. Landscaping along a street and in public spaces helps to improve the micro-climate and the aesthetic of the area. Shade trees provide shelter while shrubs can function as buffers between pedestrians and vehicular traffic. Ornamental trees can be used to highlight pedestrian corridors, public art, monuments or places of respite. The City should consider evaluating the current greenscape conditions and improve the landscape areas where possible with suggested landscape materials.

Plant materials should be selected for function, a species' ability to withstand and thrive in an urban context and the maintenance requirements. Plant materials can also be selected to provide year round interest during all seasons by selecting plants that vary in color, bloom, shape and texture.

Crime Prevention Through Environmental Design (CPTED) is an approach to deterring crime through the strategic design of buildings and public spaces. In an urban setting, landscaping should allow for unobstructed pedestrian movement and visibility. This type of development encourages natural surveillance and can reduce crime.



Examples of urban landscape design

STREET TREES

In Texas, providing shade is one of the most important streetscape elements. A non-shaded sidewalk can be rendered nearly unusable certain times of the year. Even along primarily vehicular corridors, shade can help reduce the ambient heat caused by paved surfaces. Ideally, shade is provided by street trees of shade-tree species. Ornamental trees can also be used in select locations to provide visual interest. All tree species used should be adapted to the climate and appropriate for the context or setting in which they are being planted.

Providing adequate soil volume is an important factor in determining the fate of street trees and ensuring they grow large enough to provide shade. Today's best practices suggest 1,000 cubic feet of soil volume is necessary to support a thriving street tree in an urban environment. Soil volume can be provided in planting areas, tree wells/pits, or underneath walking surfaces with the use of suspended pavers. In Brownwood, shade trees are most likely appropriate to be planted in bump-outs either at intersections or provided mid-block. Root barriers should be utilized as needed to ensure tree roots are contained and do not damage adjacent infrastructure.



Examples of shade trees

INNOVATIVE STORMWATER MANAGEMENT

In natural areas, stormwater is either slowly absorbed into the soil or gradually moves toward the lowest points and channels before reaching ponds, low-lying wetlands or waterways. In urban areas, a significant portion of the land is covered by buildings, pavement, and other surfaces that do not allow the water to seep into the ground, known as impervious surfaces. This causes a greater quantity and velocity of water to run off into adjacent areas and waterways.

Stormwater management is often front-of-mind in Central Texas given the frequency and size of large storm events, resulting in flash flooding. Water quality and wildlife habitat also often arise as a concern along natural waterways. These physical features, sometimes considered liabilities, can serve as assets if designed and managed as such.

Drainage & Floodplains

Most cities west of the Mississippi deploy a system of underground pipes and drainage channels to convey stormwater runoff from developed areas to natural creeks. Nevertheless, heavy rainfall events can result in flooding in parts of the City due, at least in part, to location of development, the pattern

of development, drainage system maintenance and the approach to dealing with stormwater. In Central Texas, a number of creeks and waterways are unstudied or minimally studied for floodplain presence. In addition, waterways often originate beyond the City's jurisdiction, meaning the stormwater affecting the City residents is beyond the control of the City. As a result, it is a prudent practice to establish buffers from stream centerlines where the floodplain is not established on National Flood Insurance Program (NFIP) maps, and buffers from the 100-year floodplain where the floodplain is established on NFIP maps.

Water Quality

Water quality is impacted by point and nonpoint source pollution. Point source pollution can be traced to specific points of discharge from wastewater treatment plants or industrial sites and is regulated through the National Pollutant Discharge Elimination System (NPDES) permit program. Nonpoint source pollution typically originates from rainfall that moves over the ground and picks up natural and human pollutants and then deposits them into lakes, rivers, wetlands and coastal waters. Common examples of nonpoint source pollution include septic systems, oil and other contaminants on parking lots and roadways, fertilizers, and animal waste.

Nonpoint source pollution has emerged as a major contributor to water quality problems in Texas. Unmanaged stormwater runoff, as is often found in historic areas that were built prior to modern regulations, is harmful to the environment as it often carries pollutants such as oil, dirt, chemicals, and lawn fertilizers directly to streams and rivers. Nonpoint pollutants are especially concentrated in the initial wash or "first inch" of runoff during a storm. Additionally, heavy storms can generate excessive volumes and velocities of runoff that can damage streamside vegetation and aquatic habitat, especially at the point of outlet from storm drains.

Beyond environmental implications, poor water quality can make these spaces, which are naturally suited to act as amenities in the forms of linear open spaces and trail corridors, less safe for human contact and reduces the potential for people to develop positive interactions with nature.

Green Infrastructure

To protect water quality, infrastructure should be designed and built to minimize localized runoff and treat that first inch of water through conservation of natural areas, green infrastructure, use of pervious surfaces, and other best management practices (BMPs). These low-impact approaches may be preferred instead of or in partnership with engineered, or "gray" solutions,

because they can result in multi-benefits that support quality of life and high-quality built environments along with stormwater and water quality control.

The use of natural systems and processes to treat and retain stormwater is referred to as green infrastructure. Green infrastructure strategies can be accomplished at the regional, community, or site scale. In a downtown environment, any possible opportunity to implement green infrastructure interventions should be taken. A network of small-scale facilities distributed throughout Downtown can together generate a large benefit.

Strategies most applicable to Downtown Brownwood include rain gardens along streetscapes and on private sites, bioswales incorporated into larger green spaces, the use of native and adapted plantings in no-mow zones, and the use of permeable pavings in parking or other paved areas. These strategies are especially important for Downtown Brownwood given it's proximity to the Adams Branch Creek and plans to turn that into a recreational asset for the community. The use of green infrastructure adjacent to roadways and parking areas can be especially effective at capturing and filtering out chemical and metals from vehicles before water enters the drainage system

Correct design, installation and maintenance of green infrastructure facilities is of the utmost importance; this is especially true for innovative stormwater practices where plants are serving functional purposes. Vegetated stormwater facilities do not need to be more maintenance, in fact they should overall be less, but they do need to be properly designed, installed and maintained in order to function. There is a specific set of knowledge required to design, install and maintain green infrastructure and the City should look to utilize certified or experienced professionals for these tasks.



Use of permeable pavers in a drive aisle.



Bioswale designed into a parking lot.



Rain garden incorporated into curb return.

MATERIALS PALETTE

Using a consistent palette of materials across elements in the public realm creates a sense of unity and identity in Downtown. This includes building frontages, enhanced paving areas, building overhangs, monument signage, street furniture, park structures, and similar elements. Brownwood has many historic elements and the materials palette for new elements should not detract from that historic character.

Appropriate materials for use in public realm elements in Downtown Brownwood include:

- Limestone and brick masonry
- Concrete, especially stamped or board form
- Industrial metals, such as steel, cast iron and corten steel
- Large timbers and weathered wood

While the consistent use of materials can create a strong identity, holding too strictly to a narrow palette can create homogeneity and make a place bland. Allowing for some breaking of the rules helps keep a place feeling alive. For example, having consistent materials in the City owned public spaces but allowing individual businesses to get creative with elements in the ROW in front of their shops or restaurants can create moments of both recognition and excitement for visitors.



Examples of historic materials in Downtown Brownwood



Corten Steel Signage



Pea Gravel



Metal Pergola Structure



Board Formed Concrete



Limestone Seatwall



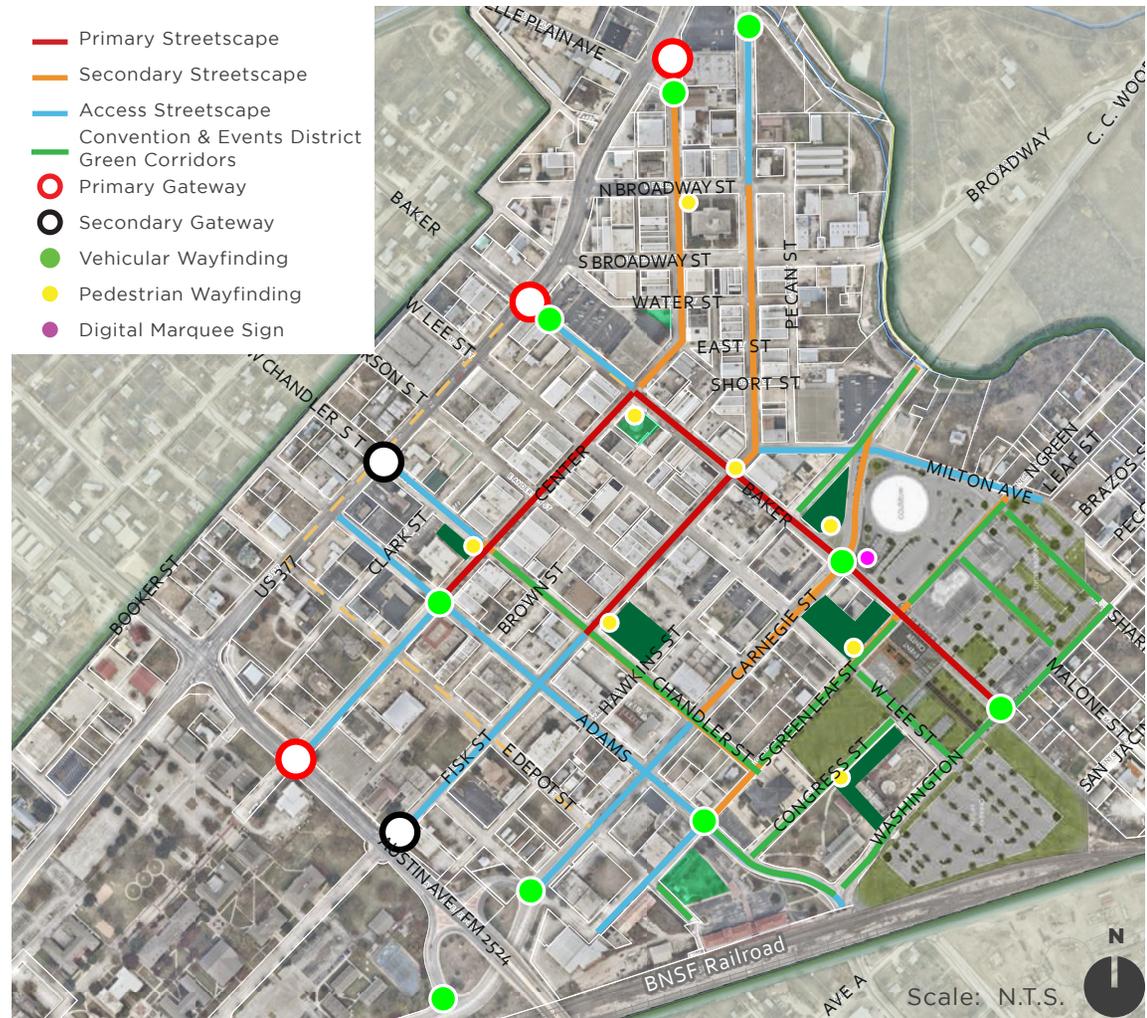
Brick Pavers

BRANDING & SIGNAGE

District branding strategies consist of organized design elements used to create a cohesive pedestrian experience and a positive image to remain in visitors' memories. Branding can include elements such as consistent use of distinctive materials or colors, a cohesive signage program and a series of special places around the area. The following pages describe strategies and locations for various branding and urban design improvements to consider for Downtown Brownwood.

Sign families consist of coordinated sets of signage, including:

- Gateways
- Wayfinding
- Branding Elements
- Building Signage
- Regulatory Signage



Map 19. Wayfinding & Signage Map

GATEWAYS

Gateways create an enhanced entrance into an area and help people understand that they are entering a unique place with a special identity. Gateway design elements often include signage, architectural elements, enhanced landscaping, lighting and public art.

Because the Core is located a block or two off main roadways, gateways will be an important part of drawing attention and visitors into Downtown. It is recommended that gateways be located where access streets that are extensions of primary or green streets meet Main Street/US 377 and Austin Avenue/FM 2524.

The addition of a gateway element farther north at the intersection of US 377 and US 84 may also be valuable.

A series of primary and secondary gateways are proposed to create improved entrances into Downtown Brownwood. Primary gateways are envisioned to have an over-road element, while secondary gateways are smaller in scale and have vertical elements on the sides of the roadway only. Both primary and secondary gateways should use similar materials, branding and design aesthetics.



Over-road element typical of a primary gateway

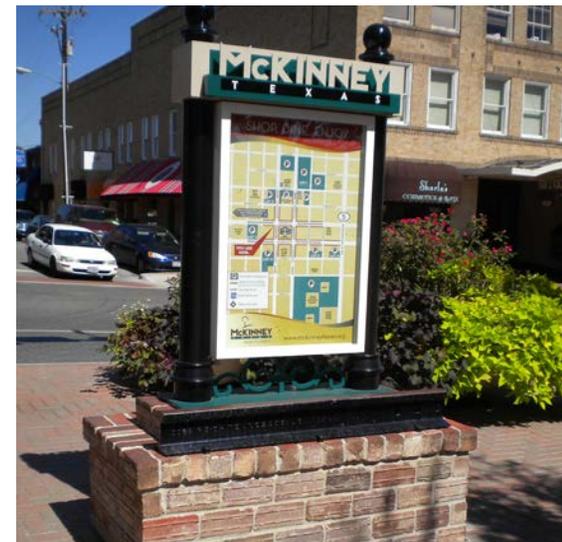
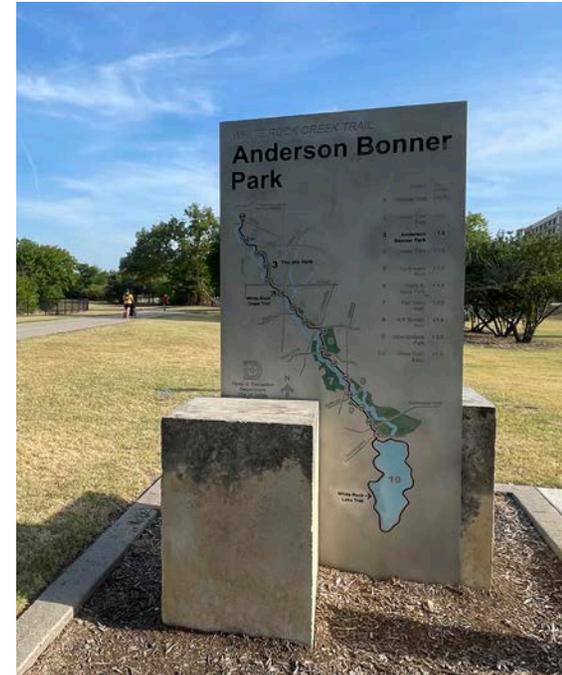


Vertical elements typical of a secondary gateway

WAYFINDING

Wayfinding refers to signage that helps visitors navigate from place to place. Sign materials and aesthetics should complement the overall Downtown branding strategy. Wayfinding elements include:

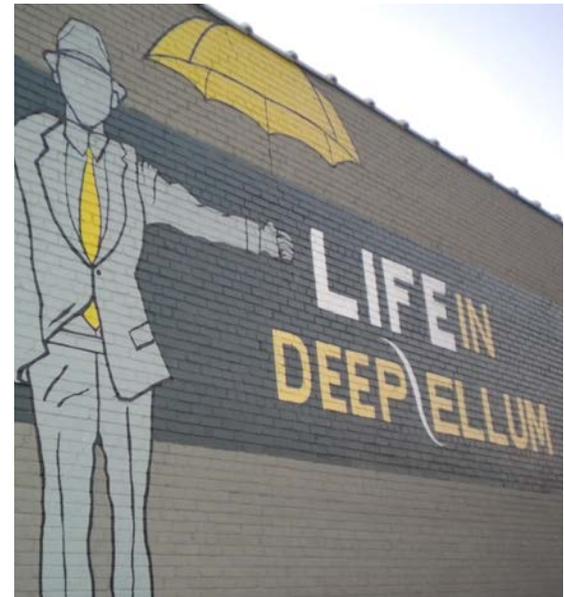
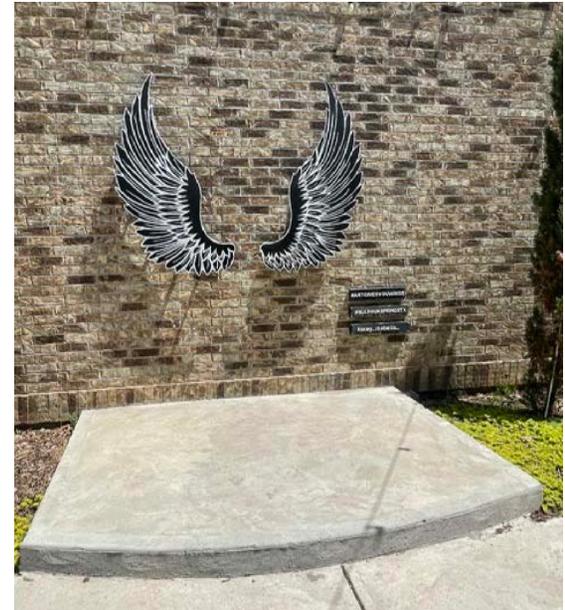
- Digital marquee signage that can change messaging as needed. It is recommended that Brownwood install a digital marquee sign at the northeast corner of Baker Street and Carnegie Street.
- Vehicular directional signage, especially to direct vehicles to public parking locations
- Pedestrian map kiosks and directional signage. A map would be appropriate at the proposed visitor kiosk at City Hall, while directional signage would be appropriate at major intersections and as needed to direct people to Downtown destinations and as they are leaving parking areas.
- Pedestrian gateway elements



BRANDING ELEMENTS

Branding elements are anything that promote the character and identity of a place, and can also support wayfinding by allowing people to orient themselves in a physical location. Branding elements overlap with many of the other public realm elements already discussed in this chapter. Anything in the public realm is inherently a branding element, even if that is not its primary purpose. Branding elements include:

- Elements that strengthen the sense of place and inform individuals where they are, such as specialty paving or banners along primary streetscapes
- Landscaping, furniture and other streetscape elements that are distinctive to different streets or character areas
- Branding elements can change seasonally



BUILDING SIGNAGE

Signage on buildings is specific to the business or use in the building and can either greatly detract from or add to the branding of the area.

- Projecting signs, where the signage projects perpendicularly from the building into the public realm, are appropriate in Downtown Brownwood so long as they don't impede sidewalk functions
- Building signs can be illuminated in many ways including backlit, downlit, neon, etc. Illuminated signage is appropriate in Downtown Brownwood; however, the City may consider preventing additional neon signage as that is currently an aesthetic special to the Lyric Theatre.



Existing Lyric Theatre neon sign



Wall sign with backlighting



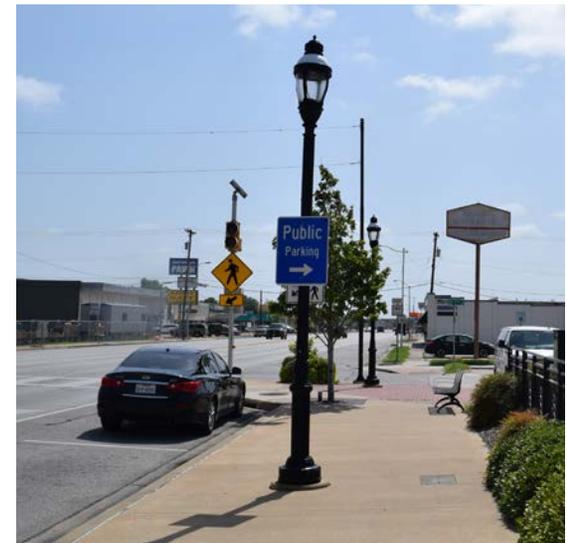
Projecting sign



Wall sign with downlighting

REGULATORY SIGNAGE

Regulatory signage are those signs which are necessary to promote safety or legal needs. This includes stop signs, parking regulation, etc. Regulatory signage usually has very specific designs it must use and therefore, does not allow for much creativity. Too much regulatory signage can create “pole clutter” in the public realm, so care should be taken to combine signage to a single pole where possible. Regulatory signage should also be placed strategically where it will not impede pedestrian movement along the sidewalk and will not interfere with car doors opening from the on-street parking spots.



BUILDINGS & FRONTAGES

The creation of good public spaces does not end at the boundary of the public ROW. The form of the surrounding buildings and the context they create for the public realm have an immense impact on the character of the space and its success in a community. Building form should also respond to the type of street environment and configuration that exists or is to be created over time. Street design and building form go hand-in-hand and must be aligned to create a harmonious and vibrant public realm.

Height, Massing & Scale

The height, massing and scale of a building should be reasonably proportional to surrounding buildings and the streetscape so that they do not overpower the public realm. Buildings must be designed and sculpted to create a comfortable experience, especially in highly pedestrianized environments. The height, massing and scale of buildings need to be balanced with the size of surrounding or adjacent rights-of-way and open spaces. Buildings and the elements that contribute to their facades should have a proportion and scale that are welcoming for pedestrians. Considerations in massing include, but are not limited to, creating a sense of

enclosure or openness, sunlight and shadows, reinforcing views and wind patterns. Downtown Brownwood has a variety of existing building heights, and it is recommended that any new buildings should be two-to-five stories in height. This is enough height to create downtown appropriate densities and allow for a variety of uses without overwhelming the existing higher-scale iconic buildings.

Building Placement

Buildings in pedestrianized areas should be located at or near the front property line, in order to reinforce the streetscape and create a quality pedestrian experience. This is especially applicable to the two primary activated streets in Downtown, Center Avenue and Fisk Street, and to a lesser extent along Baker Street.

For Downtown residential uses, the building placement will depend on the type of residential building being proposed and the context. Townhomes and multifamily buildings should be located at or near the property line to ensure the proper proportions are created for the public realm. Single-family dwellings should be set back 8-15 feet from the property line, close enough to engage the sidewalk but

providing some buffer for the home. Encouraging units to be located closer to the street reinforces the streetscape, creates a quality pedestrian environment and opportunities for socialization.

Building Facades

Enhancing building facades with inviting features not only enriches the pedestrian experience, but also enhances the overall scale and appeal of the structures. It is crucial to steer clear of long, monotonous walls devoid of windows or entrance features. Architectural elements like balconies, porches, patios, awnings and light fixtures should adorn facades along the street. Residential developments, whether multifamily apartment complexes or single-family townhouses, must prioritize entry features that connect to public sidewalks.

Encroachments

Encroachments are building elements that protrude across the property line into the public ROW. Given the limited space along Downtown Brownwood's streets, encroachments in the form of overhangs could be a good strategy to provide sidewalk shade where there is not sufficient space for street trees.

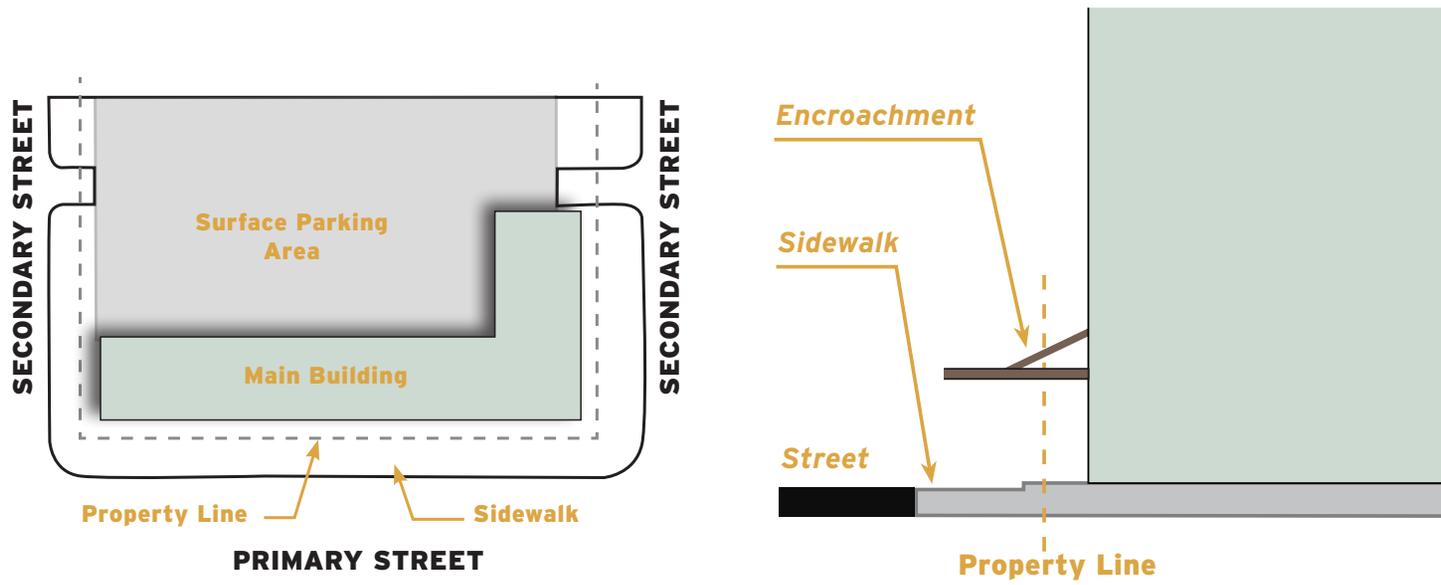


Figure 2. Strategies to address urban design using building form

STOREFRONT AND WINDOW ACTIVATION

To ensure a successful Downtown, it is crucial to actively engage pedestrians with their immediate surroundings. Storefronts play a crucial role in serving as the seam between the public and private realms. Uninteresting, dark, or uninviting storefronts can repel people, whereas appealing, well-lit and lively storefronts play an essential role in supporting a downtown.

While motorists driving through a district will notice if the majority of storefronts are inactive (thus signaling a dead or desolate downtown), pedestrians are even more sensitive to these types of details. For example, visitors walking in a downtown will tend to turn around and return to their cars if there are several blank storefronts in a row.

Activation strategies to encourage pedestrians include:

- Outdoor cafe seating
- Popup signs and sidewalk sales
- Window displays
- Potted plants and flower boxes
- Seasonal decor and displays

A “frontage zone” of at least 2 feet along building frontages is helpful to allow room for activation elements, door swings, etc.

Empty buildings and frontages are inevitable for any retail area. Activation with a pop-up shop, seasonal use, public/civic use or art installation or even just interesting window displays can help fill the space temporarily until a more permanent use comes in. These are also strategies that can be used for privately owned buildings that do not currently have an active use.

Activation also means that businesses are actually open when visitors are expecting to patronize them. This includes being open during reasonable hours during most days of the week and into the weekends and evenings.



BUILDING LIGHTING

Dark storefronts create the feeling of desolation in the evening. Improving storefront lighting encourages exploration on foot, draws attention from passing motorists and encourages business/property owners to improve their displays. Storefronts should be lit from inside and out, where possible, irrespective of whether the building is vacant or open.

It is recommended that the City work with property owners to maintain a database of buildings to include interior and exterior lighting and assess the costs of making improvements. Outside of keeping properties in good maintenance and curating tenants, this is perhaps the most important step property owners can take to benefit their individual properties and Downtown as a whole.



Roofline Lighting Example



Illuminated Channel Letter Sign Example



String Lights Example

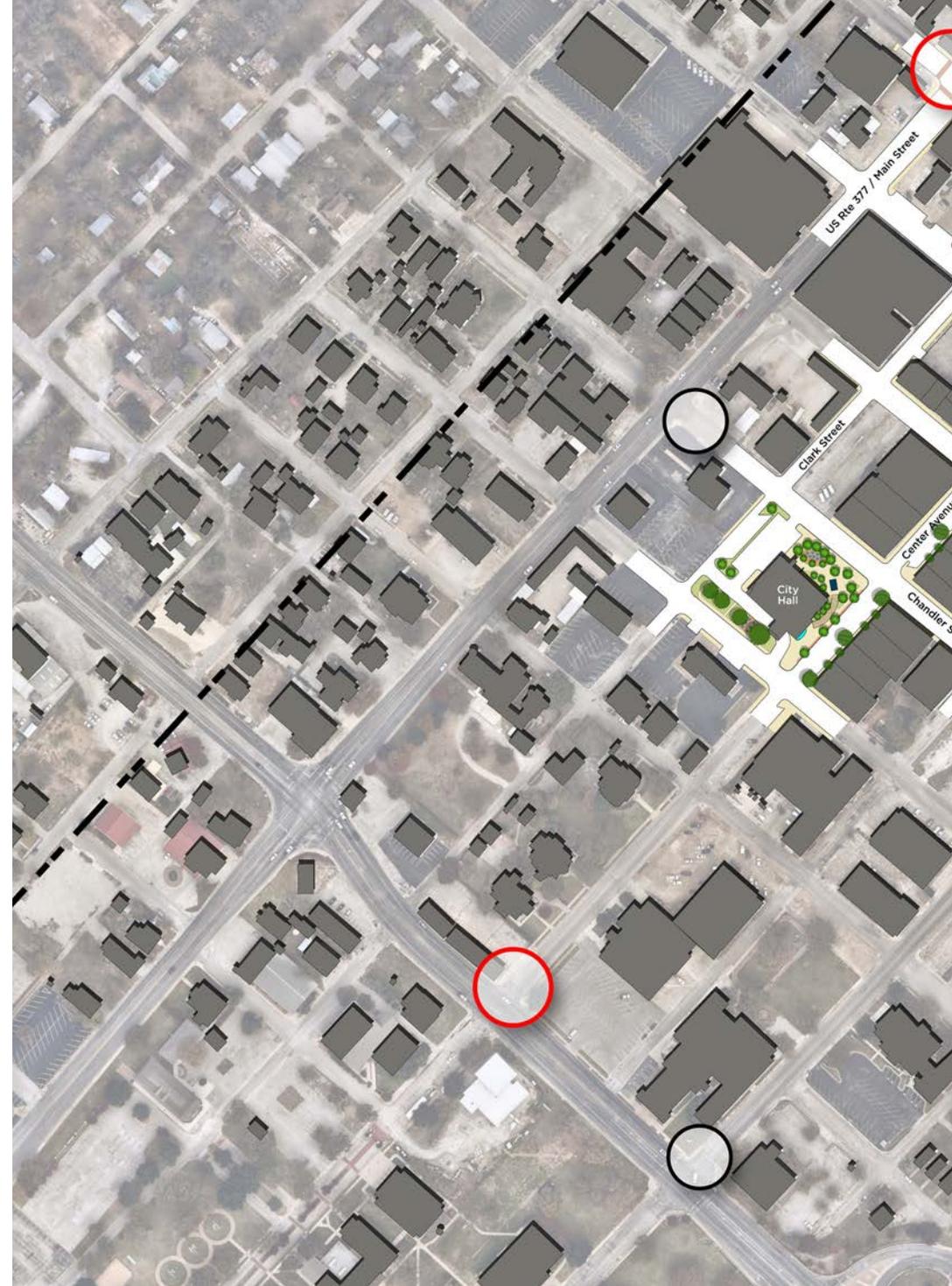
PUBLIC PROJECTS

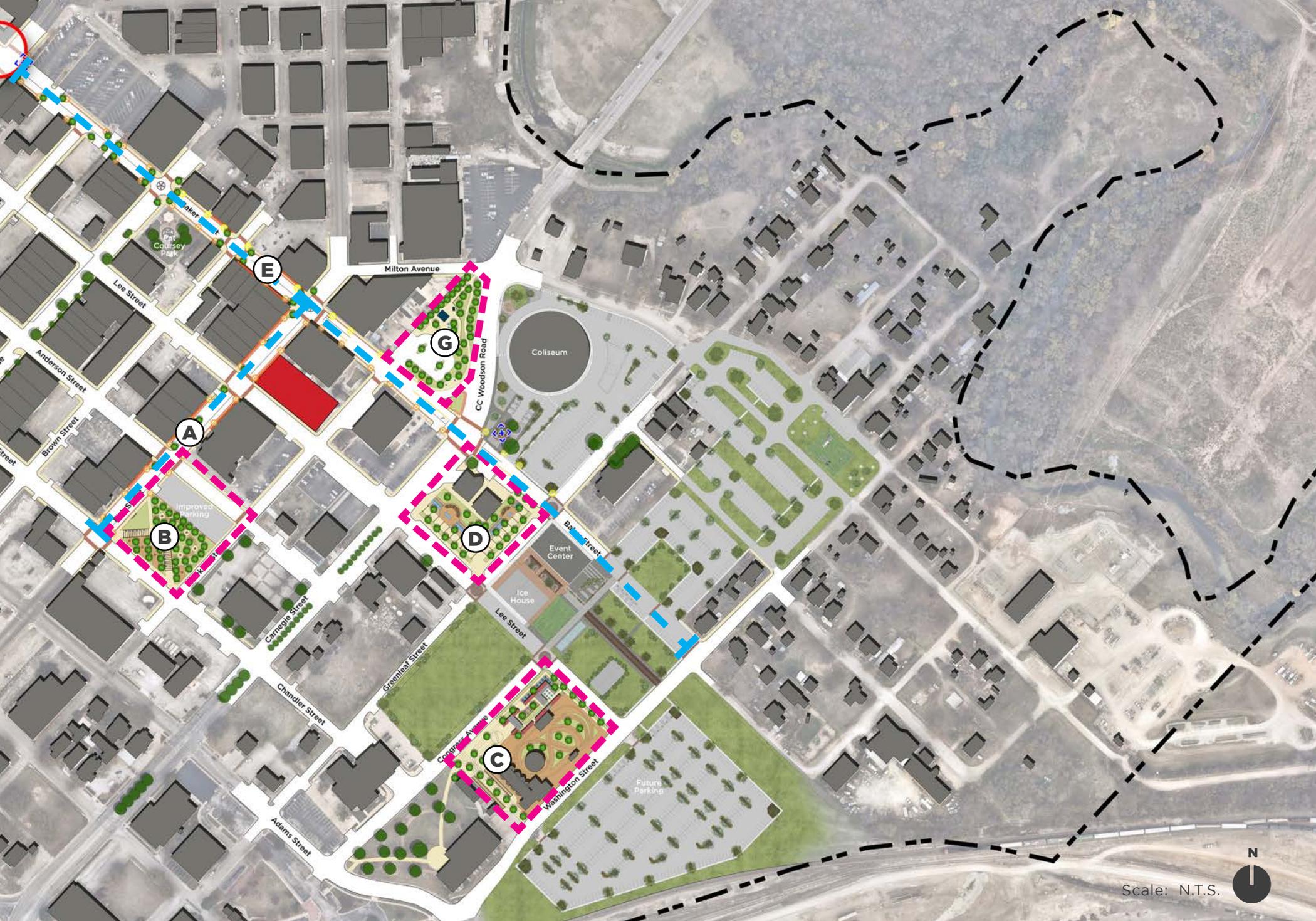
Public projects are projects that the City can undertake to enhance the Downtown environment. They include public realm improvements, such as streetscapes and open spaces. These projects fall into two categories:

- Projects intended to support and expand upon investments the City has already made in Downtown, such as the Center Avenue streetscapes and the new Event Center
- Projects meant to bring new offerings and experiences that cannot be currently found in Downtown, such as open spaces catering to visitors, the arts and families

Public projects are listed here in priority order, and described further on the following pages. Reference the map on the facing page for locations of these projects.

1. Enhanced streetscaping along Fisk Street
2. Enhanced streetscaping along Baker Street
3. Brownwood Art Park, made possible by TexasBank
4. Event Center Railyard Park
5. The Silos Promenade and Courtyard
6. City Hall Pocket Park and Visitor Kiosk
7. Adams Branch Greenbelt Downtown Trailhead





FISK STREET STREETScape

Fisk Street is the next logical expansion of the retail streets for Downtown Brownwood. The current buildings along Fisk Street are a variety of retail, restaurant and office space, some with historic building frontages. The intent of this project is to upgrade the streetscapes, sidewalks, street trees and landscaping to enhance aesthetics and make the area more walkable and comfortable for visitors. It is envisioned that this will be similar to what was done previously along Center Avenue. The goal is to create an urban aesthetic, enhance pedestrian safety and stimulate the local economy of Downtown. This includes bolstering existing businesses and encouraging the establishment of new enterprises along Fisk Street.

The project is expected to extend three blocks, from Chandler Street to Baker Street. Elements of the Fisk Street streetscapes include:

- Generous sidewalks shaded by building awnings to the extent possible
- An amenity strip between the sidewalk and back of curb for decorative paving, light poles and other elements as appropriate. Benches or cafe seating may be placed in the amenity strip or along building frontages, so long as a minimum clear zone of 48 inches is maintained for pedestrians.
- Angled on-street parking along one side of the street
- Due to the limited width of Fisk Street, there is little room within the ROW to provide a continuous planting strip or street trees. Therefore, landscaping and shade trees should be provided in bump-outs at intersections and mid-block where possible, in between the angled parking spaces.
- Narrow drive lanes to encourage slower vehicular speeds
- Enhanced intersections at Chandler, Lee and Baker

should include bump-outs and improved crosswalks that use specialty paving, raised crosswalks or other strategies to enhance pedestrian safety

Businesses should be encouraged to use their storefronts to participate in the public realm along Fisk Street by adding elements like building awnings, outdoor dining and other activation elements discussed previously in this chapter.

Figure 3. Typical Fisk Street Section



	Element	Size	Material
A	Sidewalk with Awnings	6 ft.	Concrete
B	Amenity Strip with Decorative Paving	2 ft.	Brick or similar
C	Angled on-street parking	19 ft.	Concrete or asphalt
D	Drive lanes	10 ft.	Asphalt



Map 21. Fisk Street Plan

-  Study Area Boundary
-  Shade Trees
-  Cultural Development
-  Potential Parking Structure
-  Existing Building
-  Enhanced Pavement
-  Improved Sidewalks
-  Enhanced Crosswalks
-  Commercial Awnings
-  Existing Accent Street Light
-  Proposed Accent Street Light

Scale: N.T.S.



Note: This is a conceptual plan. Further evaluation and design development will be required prior to implementation.



Sidewalk Awnings



Head-in Angle Parking



Fisk Street Improvements Rendering



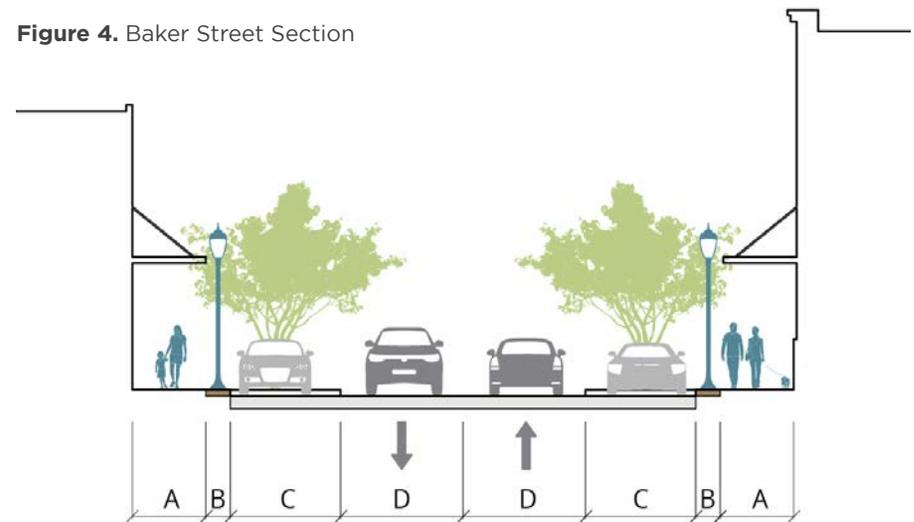
BAKER STREET STREETScape

Baker Street is an important corridor through Downtown, connecting many major destinations, including the Core, Coliseum, Event Center and new parking lot along the railroad. It has some business frontages, but the primary intent of streetscape upgrades along Baker would be to make the corridor a more pleasant walking route between those destinations.

The project is expected to extend eight blocks, from Main Street/US 377 to Washington Street. Elements of the Baker Street streetscapes include:

- Generous sidewalks shaded by building awnings to the extent possible
- An amenity strip between the sidewalk and back of curb for decorative paving, light poles and other elements as appropriate. Benches or cafe seating may be placed in the amenity strip or along building frontages, so long as a minimum clear zone of 48 inches is maintained for pedestrians.
- Parallel parking along both sides of the street
- Due to the limited width of Baker Street, there is little room within the ROW to provide a continuous planting strip or street trees. Therefore, landscaping and shade trees should be provided in bump-outs at intersections and mid-block where possible, in between the parallel parking spaces.
- Narrow drive lanes to encourage slower vehicular speeds
- Enhanced intersections at Center Avenue, Fisk and Carnegie Streets should include bump-outs and improved crosswalks that use specialty paving, raised crosswalks or other strategies to enhance pedestrian safety. Additional enhanced crossings could be implemented at other intersections along the corridor, but these three intersections should be the priority for investments.

Figure 4. Baker Street Section



	Element	Size	Material
A	Sidewalk with Awnings	6 ft.	Concrete
B	Decorative Paving	2 ft.	Brick or similar alternative
C	Parallel on-street parking	9 ft.	Asphalt
D	Drive lane	10 ft.	Asphalt



Sidewalk Awnings



Decorative Paving and Lights



Curb Extensions (Bulb-outs)



Enhanced Crosswalk



Map 22. Baker Street Plan

- | | |
|---|--|
|  Study Area Boundary |  Enhanced Crosswalks |
|  Shade Trees |  Commercial Awnings |
|  Cultural Development |  Existing Accent Street Light |
|  Potential Parking Structure |  Proposed Accent Street Light |
|  Existing Building |  Monument Sign |
|  Enhanced Pavement |  Primary Gateways |
|  Improved Sidewalks | |



Note: This is a conceptual plan. Further evaluation and design development will be required prior to implementation.

Scale: N.T.S.





Enhanced Planting in Curb Extensions Example



Storefront Activation Example



Baker Street Improvements Rendering



BROWNWOOD ART PARK

The City is engaged in discussions with TexasBank about transforming its unused property into an art-focused public forum. The envisioned Brownwood Art Park aims to establish a world-class destination in Downtown Brownwood, introducing an asset that is currently absent in the area and the City.

The Art Park anchors the corner of the new Fisk Street streetscape and the Chandler Street green street, and provides a place of respite during the walk from the Core to the Convention and Events District along Chandler Street. While not a playground, the Art Park is intended to be a place for families to enjoy. The space includes:

- Prominent signage
- Corner pergola elements with pathways and park seating leading into the center of the park
- A central interactive art pavilion that incorporates light elements and acts as a prominent icon for Downtown
- Shade provided by a variety of large trees
- A multi-purpose lawn area along Fisk Street
- Locations for art installations along Chandler Street
- A small sculpture park area, with locations for art installations to be placed amongst native plantings
- A fence or art seat wall between the park area and bank parking lot that maintains a pass through area for bank employees to access and enjoy the park

The art locations shown in the Plan could hold permanent and/or temporary exhibits. The City can work with the Brownwood Art Association (located a block and a half away on Fisk Street) and Arts Council of Brownwood to commission art pieces or create a program to curate temporary installations.

Additionally, the underutilized parking lot behind the park area could be reconfigured to reconnect and realign Anderson Street through the block and create a small public parking lot for Downtown users.



Central Icon Element Inspiration



Art Installation in Native Plantings Example



Note: This is a conceptual plan. Further evaluation and design development will be required prior to implementation.

Scale: N.T.S.

Map 23. Art Park Plan

- Study Area Boundary
- Shade Trees
- Cultural Development
- Existing Building
- Enhanced Pavement
- Improved Sidewalks
- Enhanced Crosswalks
- Commercial Awnings
- Existing Accent Street Light
- Proposed Accent Street Light
- A Monument Wall
- B Lawn
- C Native Landscape and Art Walk
- D Central Icon Structure and Pavilion
- E Pergola Structure w/ Cafe Seating
- F Location of Art Installations
- G Parallel Parking Stalls
- H Art Walls w/ Pass-throughs
- I New Public Parking Lot
- J Realignment of Anderson Street



Interactive Light-based Art Installation Example



Native Plantings Garden Example



Brownwood Art Park Rendering



EVENT CENTER RAILYARD PARK

This block along Carnegie Street and Baker Street is an important nexus between incoming traffic, the Core, Coliseum and the Event Center. It is a prime opportunity to connect the most energetic parts of Downtown. The proposed Railyard Park brings additional open space to Downtown and also serves the functional purpose of funneling pedestrian traffic from main corridors to the Event Center and performance venue. Like the art park, while not designed only for children, this area is meant to provide spaces for families to enjoy. The park includes:

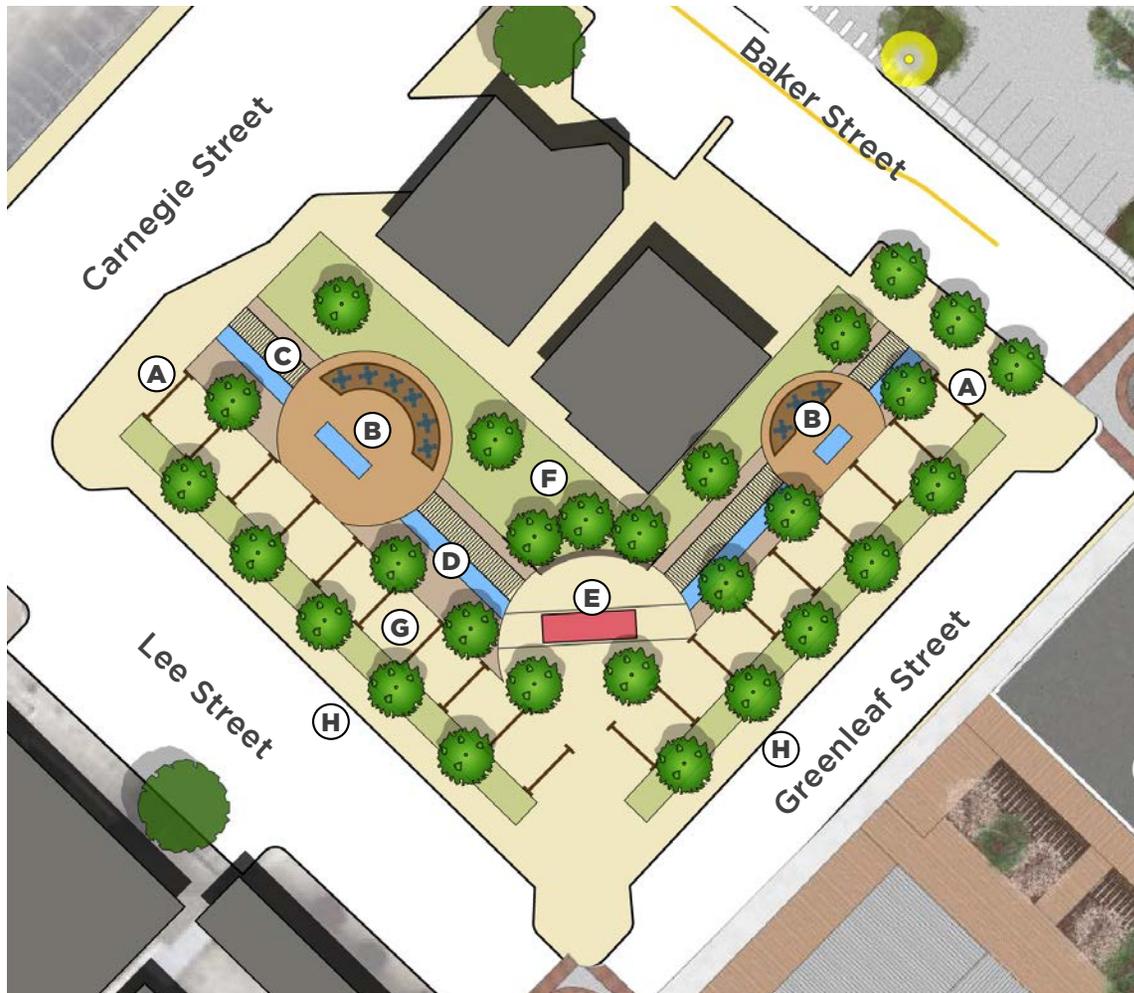
- Pedestrian promenades line the block along Lee and Greenleaf Streets. These pathways should include enhanced paving materials, shade trees and overhead elements with lighting.
- At the corner across from the Event Center is a plaza node with an interactive element, shown in this concept as a retired railcar that could have seating inside
- Two additional nodes are provided along the promenades and provide passive seating and pergola structures
- Water features stitch the three nodes together and represent the natural waterways and ecology of Brownwood as well as the structure and form of railroad tracks. Some water features are flush with the ground while others are the typical 18-24 inch height. The different heights throughout the space provide a variety of experiences for all users and abilities.
- Behind the water feature is a walk constructed with decorative pavers that travels through native plantings, providing a peaceful experience and connection to nature unique in Downtown



Boardwalk Inspiration



Railcar Element Inspiration



Map 24. Railyard Park Plan

- Study Area Boundary
- Shade Trees
- Existing Building
- Enhanced Pavement
- Improved Sidewalks
- Enhanced Crosswalks
- Commercial Awnings
- Existing Accent Street Light
- Proposed Accent Street Light
- (A) Pedestrian Gateway Signage
- (B) Decomposed Granite Seating Area w/ Pergola Structure
- (C) Paver Pathway
- (D) Stream/Pool Water Feature
- (E) Railcar Seating Area
- (F) Native Planting Buffer
- (G) Promenade w/ String Lights
- (H) Parallel Parking Stalls

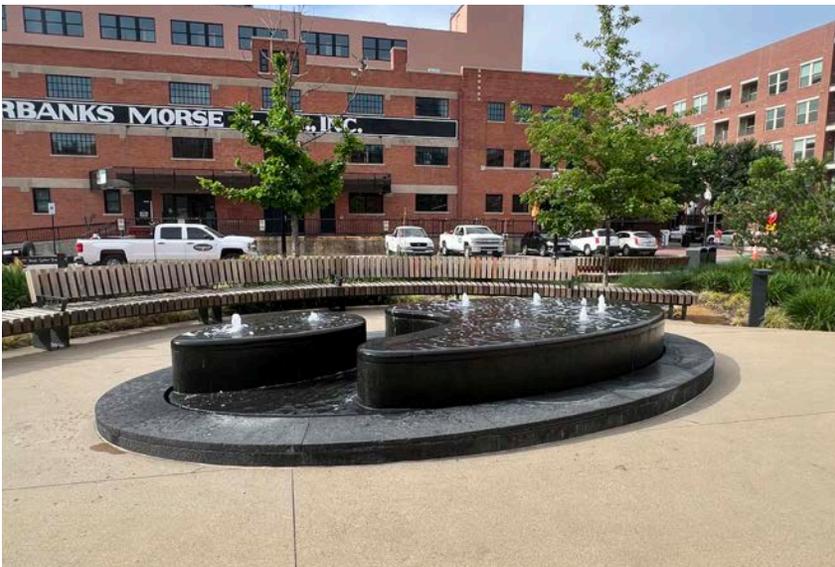
Note: This is a conceptual plan. Further evaluation and design development will be required prior to implementation.

Scale: N.T.S.





Pedestrian Gateways with String Lights Example



Raised Water Feature Example



Railyard Park Rendering



SILOS PROMENADE & COURTYARD

The silos are large, unused grain silos located adjacent to the Lehnis Railroad Museum and the new Event Center lawn. There is also a small children’s train ride on the site. The space between the silos and the museum will act as one of the primary walkways between the Event Center facilities and the new public parking area to the southeast. This “promenade” as well as the small plaza along Congress Avenue in front of the silos should be paved with specialty paving, such as brick, that is consistent with enhanced paving installations elsewhere in Downtown.

Additionally, a new development is proposed on the site at the corner of Lee Street and Congress Avenue, across from the Event Center performance stage. This development is intended to serve as a supplementary space to the performance venue and could house vendors, a beer garden or reserved areas during events. The structure can provide areas that are access controlled for a variety of uses and could be made of industrial materials, such as shipping containers to mirror the silos. This space could also be a rentable venue, providing additional spaces for community use and additional revenue streams for the City.

The silos provide a backdrop for the performance space, and could be utilized as works of art. The large silo would be optimal for a large City logo and the smaller silos could serve as the canvas for a mural.



Courtyard and Pavilion made of Shipping Containers Example



Mural Art Example



Map 25. Silos Plan

- Study Area Boundary
- Shade Trees
- Existing Building
- Enhanced Pavement
- Improved Sidewalks
- Enhanced Crosswalks
- Commercial Awnings
- Existing Accent Street Light
- Proposed Accent Street Light
- A Promenade & Vendor Pavilion
- B Silo Mural
- C Special Paving & Art Installation Opportunity
- D Event Ticketing Facility
- E Courtyard
- F Reserved Spaces and Split-Level Patios

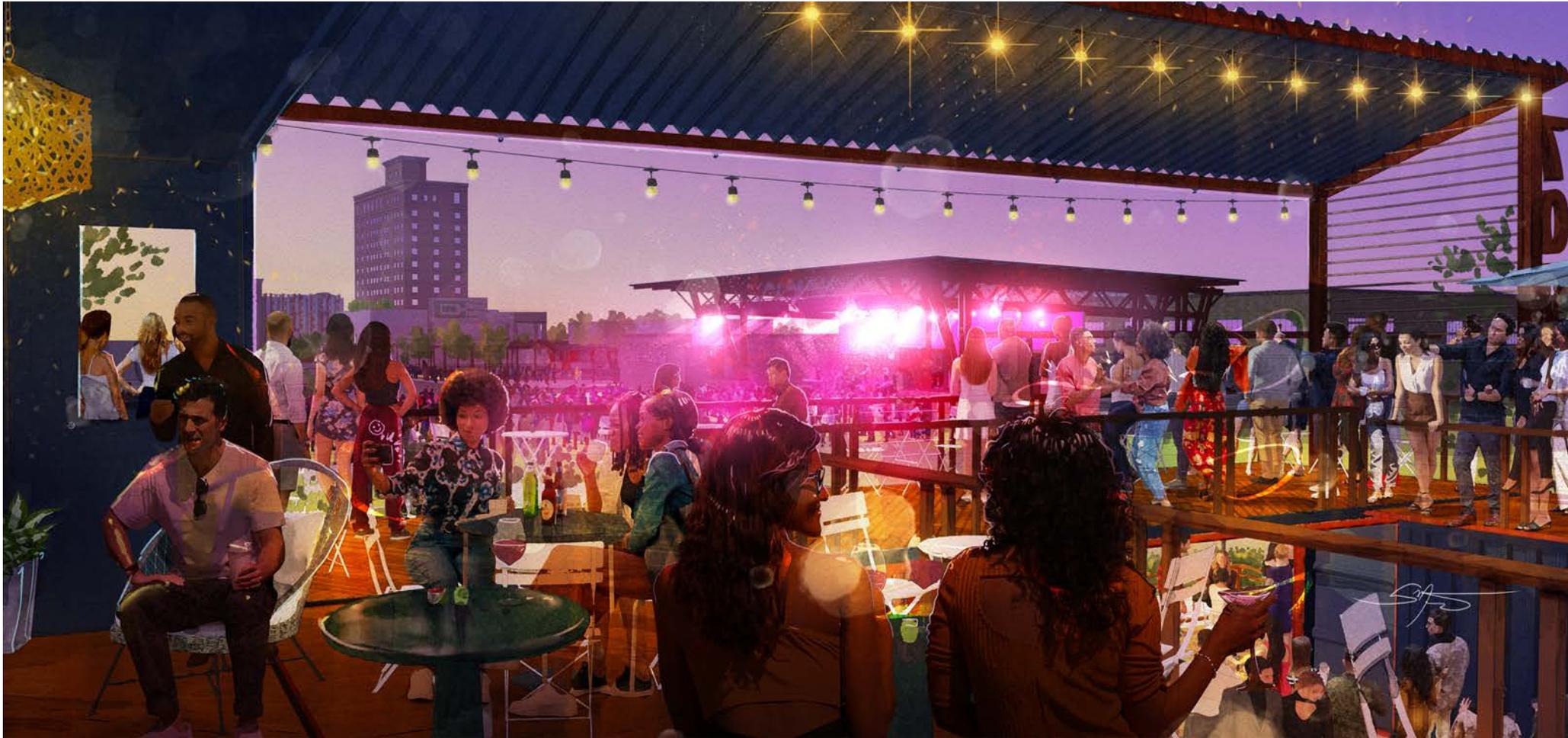
Note: This is a conceptual plan. Further evaluation and design development will be required prior to implementation.

Scale: N.T.S.





Rendering of courtyard split level patios with the silos in the background. View is from intersection of Lee and Washington Streets.



Rendering of view from the courtyard upper floor patio with viewing lawn and stage in the background.

CITY HALL POCKET PARK & VISITOR KIOSK

Brownwood City Hall sits in a prime location along Downtown’s primary retail street, and because of this it has the opportunity to contribute to the public realm. The proposal presented here reconfigures the staff parking around City Hall and reclaims some of the parking at the corner of Center Avenue and Chandler Street for a pocket park and visitor kiosk. This requires Clark Street to narrow down to a true single lane (it is already signed as one way) and use that extra space for parking spots. The pocket park includes mostly paved area, with seating and shade trees.

A small visitor kiosk is provided prominently on the main corner of the pocket park. The kiosk includes a covered area with information for visitors as well as public restrooms.

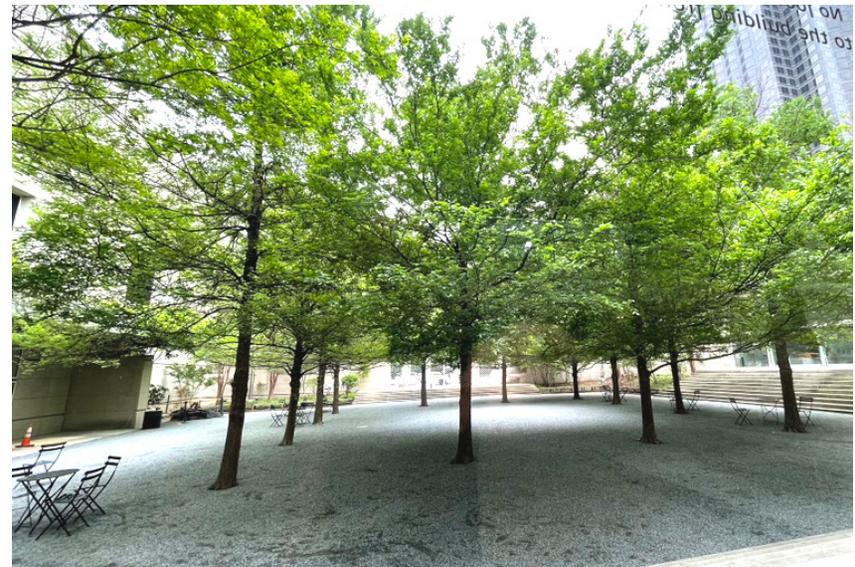
This plan also includes some recommendations for updating the facade of City Hall. A curved pergola covers an expanded pedestrian sidewalk between the visitor kiosk and the main entrance to City Hall. The pergola changes height to accentuate the building entry and should be similar in aesthetics to the overhead elements found along the promenades at the Railyard Park.

The large blank wall along the south side of the entry is transformed into a water wall and small pool feature with the Brownwood logo or slogan text.

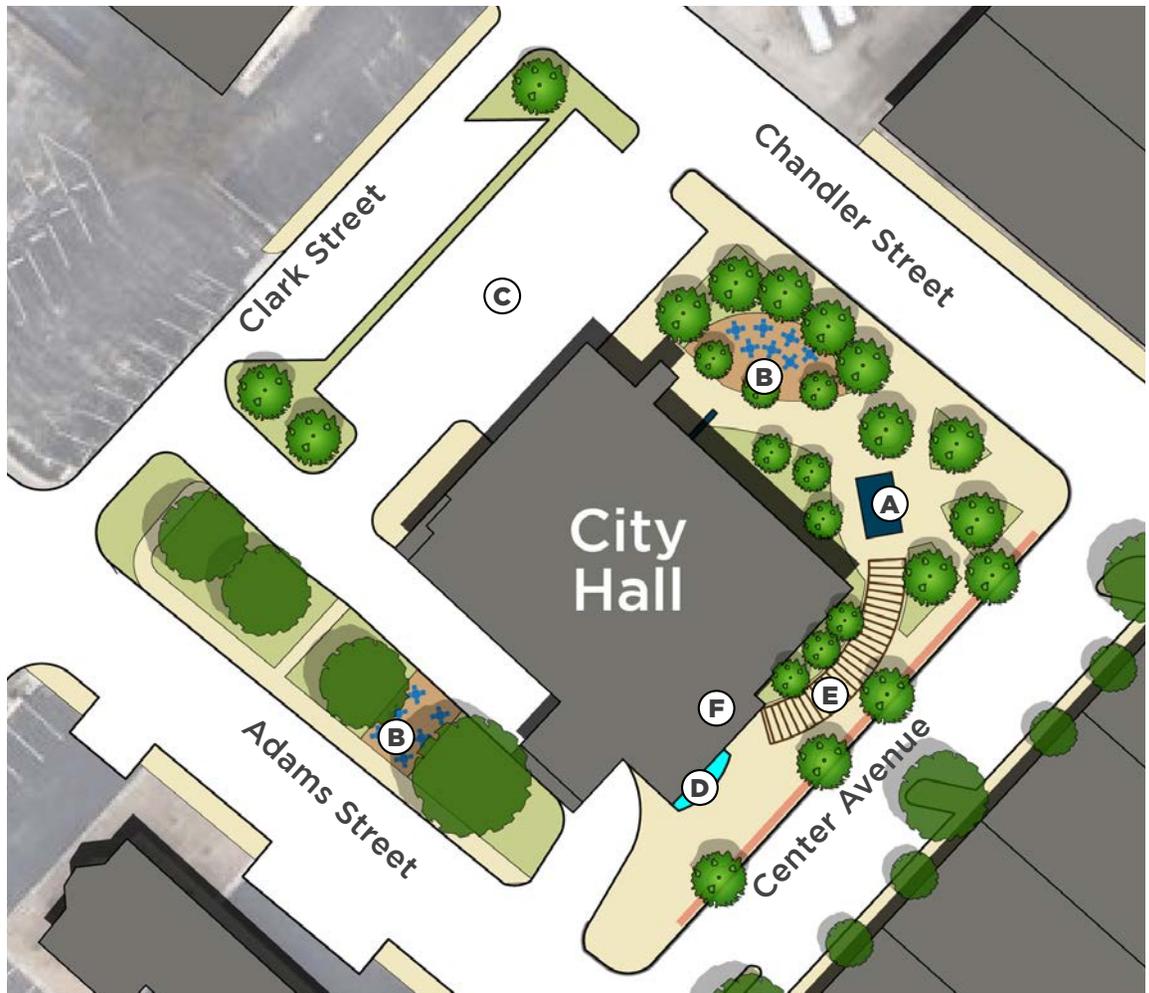
Finally, the current City Hall vertical element is topped with an illuminated architectural feature or “lantern”. A similar element tops the visitor kiosk, creating a visual connection between the two structures. This also continues the theme of light and illumination that is repeated throughout these proposed projects, such as the central icon structure in the Art Park.



Visitor Kiosk Example (Brownwood kiosk should be ADA accessible)



Tree Grove Seating Example



Map 26. City Hall Plan

- Study Area Boundary
- Shade Trees
- Cultural Development
- Existing Building
- Enhanced Pavement
- Improved Sidewalks
- Enhanced Crosswalks
- Commercial Awnings
- Existing Accent Street Light
- Proposed Accent Street Light
- (A) Visitor Kiosk & Public Restroom
- (B) Decomposed Granite Surface w/ Cafe Seating
- (C) Reconfigured Parking Lot
- (D) Water Feature
- (E) Pergola Structure
- (F) New Architectural Tower Element

Note: This is a conceptual plan. Further evaluation and design development will be required prior to implementation.

Scale: N.T.S.



Pergola Structure Example



Water Wall Feature Example



City Hall Improvements Rendering



ADAMS BRANCH GREENBELT & DOWNTOWN TRAILHEAD

The Adams Branch Creek along Downtown’s northern boundary provides the opportunity for a great City-wide asset in the form of a greenbelt trail. This trail would connect Downtown to Riverside Park.

The underutilized triangle parcel on the northwest corner of Hawkins Street and Baker Street could serve as a great trailhead for this trail network. The trailhead space would remain simple, with generous amounts of native plantings, some park seating, a bicycle repair kiosk, parking and signage. This space would provide a transition between urban and natural environments. It also provides a respite for pedestrians walking along Baker Street between destinations, a welcome addition to an area that is somewhat hostile today.

The trail and trailhead helps provide an additional low-cost, family-friendly activity in Downtown that residents have been asking for.

Updated landscaping along the opposite side of Hawkins Street, on the Coliseum site, allows this block of the corridor to provide a welcoming and highly aesthetic entry into Downtown for traffic coming from the north. The northeast corner of Carnegie and Baker Streets is an optimal location for an electronic marquee sign serving both the Core and Convention and Events District.



Bike Facility Example



Trail Kiosk & Wayfinding Example



Map 27. Trailhead Plan

- Study Area Boundary
- Shade Trees
- Cultural Development
- Existing Building
- Enhanced Pavement
- Improved Sidewalks
- Enhanced Crosswalks
- Commercial Awnings
- Existing Accent Street Light
- Proposed Accent Street Light
- Monument Sign
- (A) Trail Network Kiosk
- (B) Reconfigured Sidewalk
- (C) Bike Repair, Locker, and Restroom
- (D) Seating Area
- (E) Parking Lot
- (F) Rest Area

Note: This is a conceptual plan. Further evaluation and design development will be required prior to implementation.

Scale: N.T.S.



DOWNTOWN MOBILITY

For decades, the design of city streets has centered around the automobile. Streets are an integral part of the public realm and often make up a large portion of public lands. As such, they should be designed to accommodate a range of users, including pedestrians, cyclists and cars.

Sidewalks

Sidewalks play a vital role in communities. They facilitate pedestrian safety, movement and access, promoting overall community connectivity and welfare. Safe, accessible and well-maintained sidewalks are a fundamental and necessary investment for cities, which have been found to enhance public health and maximize social capital. It is critical that sidewalks provide enough width to accommodate the expected amount of pedestrian traffic, or else people might be pushed off the sidewalk into potentially dangerous situations.

Sidewalks in a downtown are especially valuable as they encourage visitors to patronize multiple businesses, spending more time and more money in the downtown.

Urban sidewalks have three zones, sometimes indistinguishable in looks but important to understand from a functional perspective.

1. The “frontage zone” is the portion of the sidewalk up against the building frontage. This area, usually about 2 feet wide, is sometimes referred to as the shy zone, as it’s where entry doorways open out into the sidewalk. This is where the public and private realms merge and can be used for cafe seating or other activation elements.
2. The “clear zone” is the portion of the sidewalk that is clear of obstacles and where pedestrians can walk freely. This area is preferably 6-feet wide, but can be reduced to 4 feet for small portions in urban, more constrained settings. Keeping the clear zone free of obstructions is an important aspect of ADA accessibility for downtowns.
3. The “amenity zone” is the area along the back of curb where there is space for benches, lighting, trees, etc. This zone varies in width depending on the space available within the ROW.

Lane Width

The width allocated to lanes for motorists, bikes and parked cars is a crucial aspect of street design. Lane widths should be considered within the overall assemblage of the street. Narrower streets are typically recommended in a downtown area to reduce vehicle speed and create a more comfortable experience for pedestrians and cyclists.

Curb Extensions

Curb extensions are a traffic calming measure primarily used to narrow roadways at crosswalks and extend the sidewalk for pedestrians crossing the street. Shortening the crossing distance improves pedestrian safety and visibility. Curb extensions may also be implemented to help allocate more space for street furniture, landscaping or street trees in areas with narrow rights-of-way. These are also referred to as “bump-outs”.

Parking

Parking is an inherent functional piece of most places. With downtowns in particular, there is often a perception that there is not enough parking. A more accurate statement might be

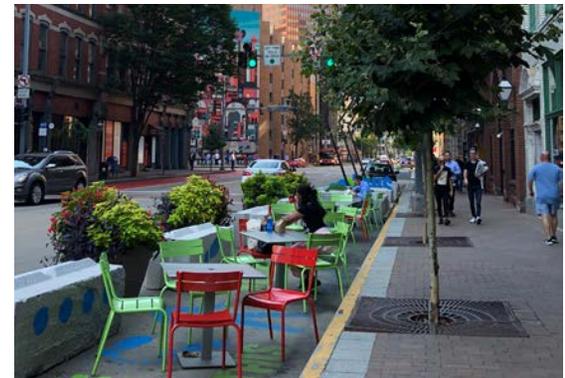
“there is not enough parking right in front of where I want to go”. Often there is plenty of parking within a reasonable walking distance but this is more of an issue of people feeling like the walk is not safe, comfortable or interesting. Likewise, restricted use of private parking reduces overall parking efficiency and reduces the financial performance of downtowns. If there is truly not enough parking, this is an indication that the area is a bustling environment with people patronizing shops, restaurants, and businesses from morning to evening.

In a downtown, good urban form tends to locate parking on-street or toward the fringe of the core in communal lots or structures, allowing focus to remain on pedestrian space and activity. Many cities have eliminated minimum parking ratios in their downtowns.

Bicycles

With low traffic volumes and speeds in the Downtown area, investment in specific bicycle infrastructure is likely unnecessary. However, this means that bicycles will be riding on the streets with vehicles so all roadways should be designed with the intention of slowing vehicle speeds and encouraging sharing of the lane space. A public education program for both cyclists and motorists may help people navigate these shared spaces more safely.

The one exception is a proposed shared use path down Hawkins Street, connecting the Adams Branch greenbelt to the new Downtown Trailhead. Here, cyclists would be encouraged to ride off street on the path.



Crosswalks and Pedestrian Safety Strategies

A Downtown should be a highly-pedestrianized environment. This does not mean cars are prohibited, but they are prioritized lower than the pedestrian and there may be some instances where cars are mildly inconvenienced for the sake of pedestrian safety and comfort. Traffic calming elements should be utilized, such as:

- Narrow lanes and on-street parking, which require motorists to drive slowly and pay attention to their surroundings
- Frequent stops, which do not allow cars to pickup much speed between blocks
- Bump-outs or curb extensions at crossings and intersections, which make pedestrians more visible to drivers and create pinchpoints for cars, thus slowing them down
- Raised crosswalks, which keep the crosswalk at the same elevation as the sidewalk, make it more convenient for the pedestrian and act as a speed hump for cars
- Specialty paving or decorative markings at crosswalks, which act as a visual signal to drivers to watch for pedestrians
- Building frontages that address the street, streetscape elements, and active sidewalks also help to generally create an environment

that encourages slow speeds

- Smaller curb radii at intersections makes cars have to drive more slowly around turns
- Lighting and bollards at crossings and intersections notify both pedestrians and cars to pay attention



Raised Crosswalk with Bollards



Sidewalk Buffered from Drive Lanes by Landscape and On-street Parking



Pedestrian Bollards at a Crossing



Narrow Drive Lanes

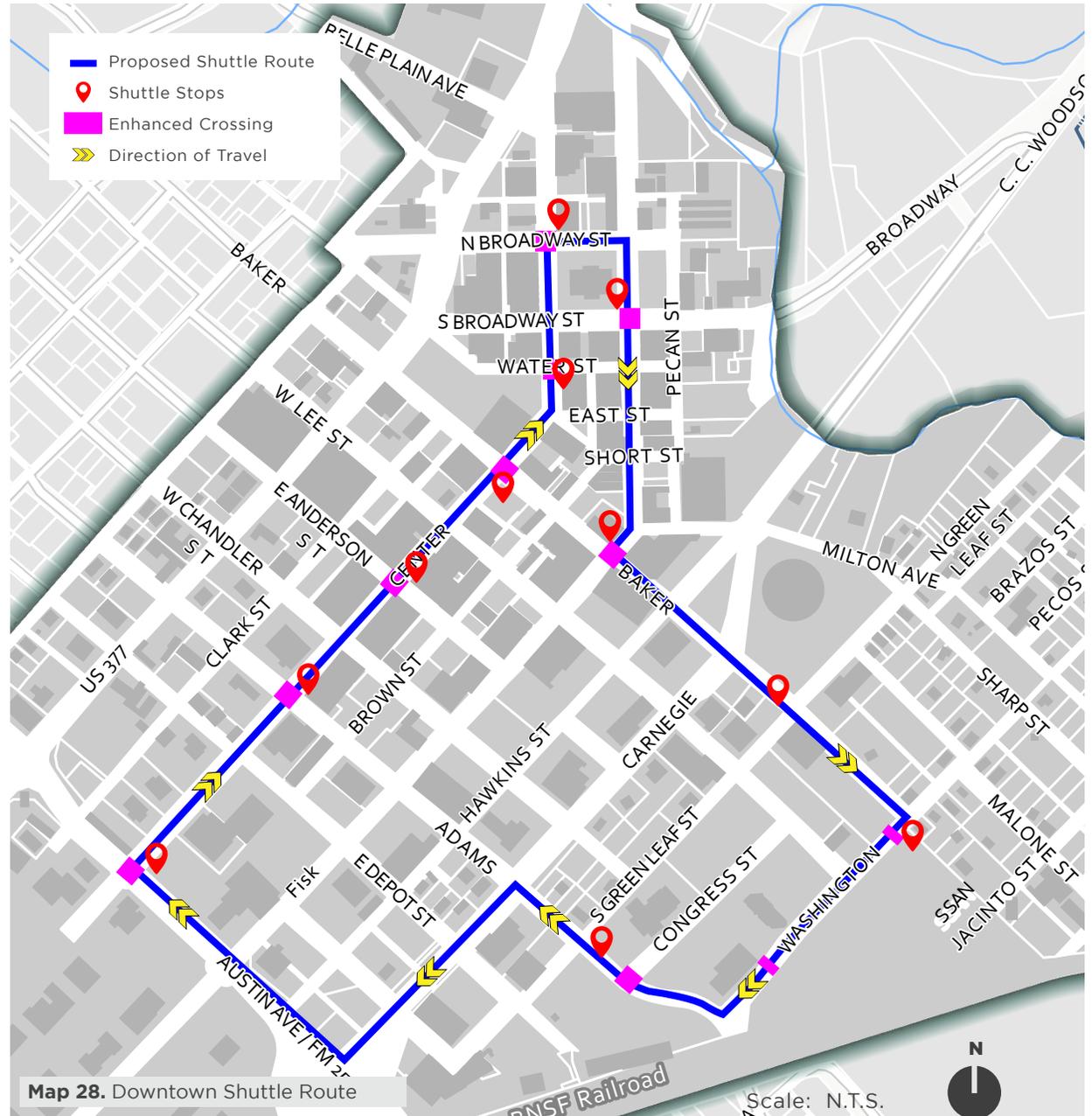


Enhanced Crosswalk Paving

Downtown Shuttle

The City may consider investing in a few rubber wheeled vehicles (small buses, shuttles or trolleys) that can be utilized during peak times or events to shuttle people between Downtown destinations. This may help reduce the need to provide additional parking in Downtown and is likely a better use of funds than structured parking. A potential route for this shuttle is provided on this page. This shuttle could also extend beyond Downtown to bring people in from other points in the City, such as local hotels.

The implementation of a Downtown shuttle may require the provision of additional enhanced crossings at stop locations for pedestrian safety.



WASTE MANAGEMENT STRATEGIES

Downtown Brownwood has seen positive growth in the form of new businesses in recent years. This has created a need for more garbage dumpsters that are frequently located on sidewalks and have created an eyesore throughout Downtown. Brownwood does not have many true alleys in Downtown, complicating the issue of waste management.

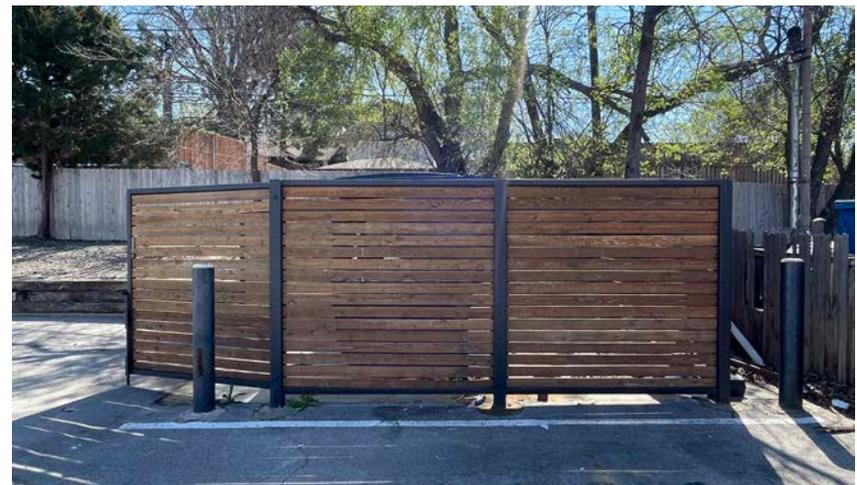
Several strategies exist to alleviate this issue, aimed at keeping sidewalks unobstructed and reducing the visual clutter created by the large presence of garbage dumpsters. Proposed measures include consolidating and sharing dumpsters, implementing screened enclosures and boosting pickup frequency, all while adhering to current pickup routes.



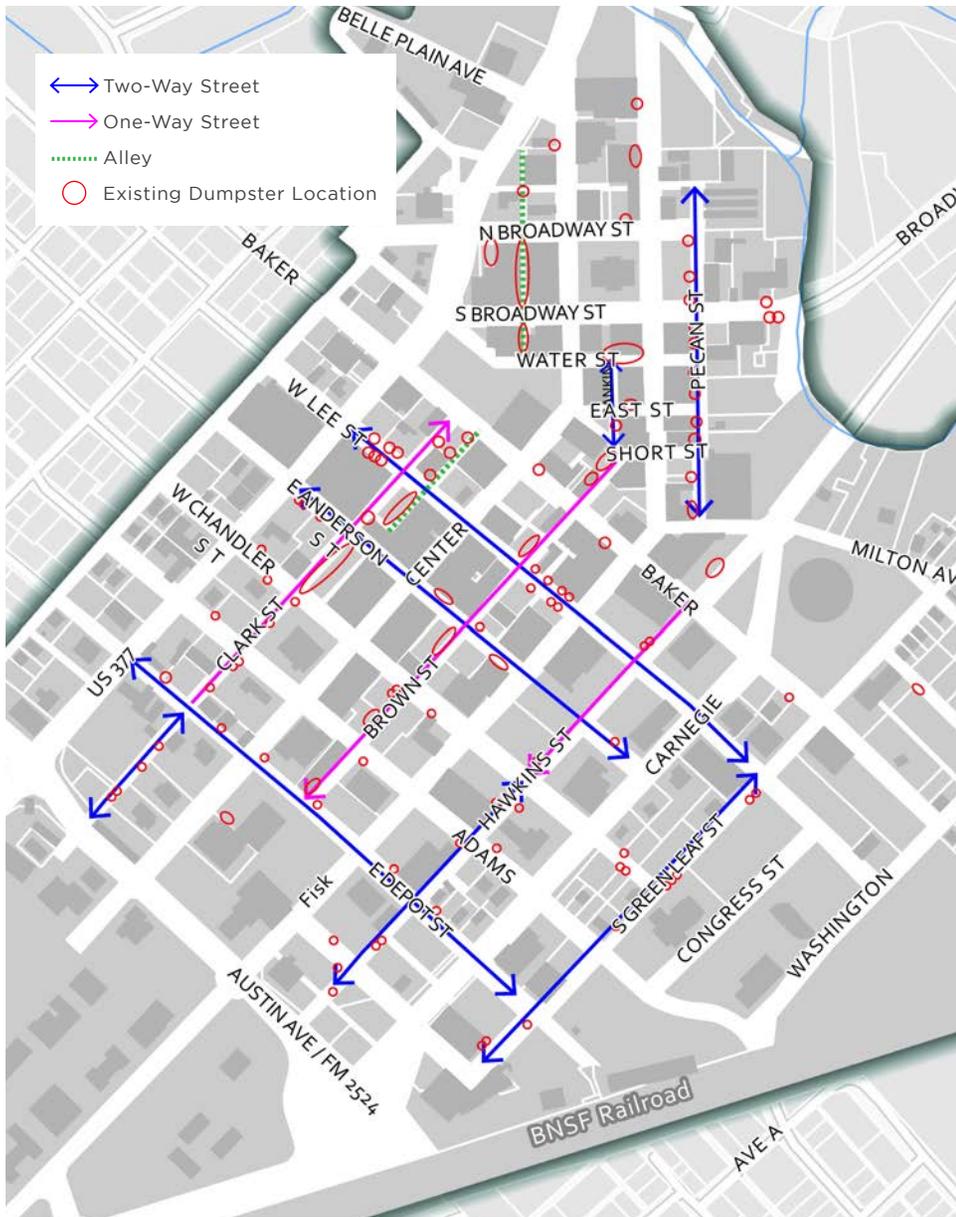
Existing Condition: many small dumpsters along a street



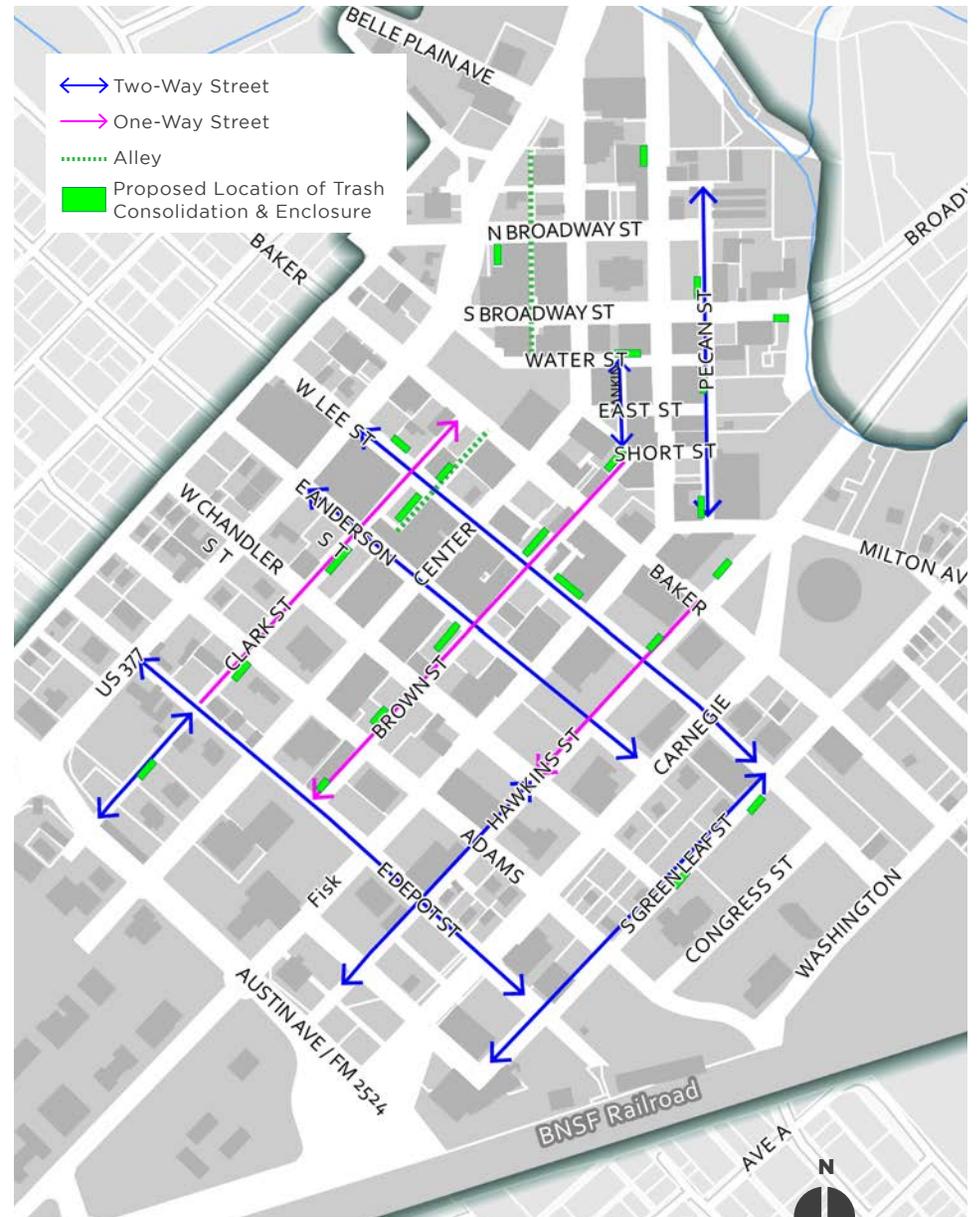
Underground Refuse Systems are one option being used successfully in downtowns, but require a large up-front cost



Consolidation of Existing Dumpsters into Trash Enclosures



Map 29. Existing and Proposed Dumpster Locations



Scale: N.T.S.





4 IMPLEMENTATION



Implementation of Brownwood's vision and development for Downtown into physical projects will require a steadfast commitment from City leaders and staff, strong public/private sector cooperation and continued coordination with business and property owners, residents, and other jurisdictional entities. Not all elements of the Downtown Plan can be implemented at once, thus priorities are set based on projects that make the most impact with available resources. The goal for implementation is to build on past successes to get new projects off the ground.

This Plan focuses on public projects, that in partnership with private investments over the next 10+ years, provide the basis for a long-term thriving and sustainable Downtown. Implementing these projects provides visible physical change that shows progress and commitment toward the future vision of Downtown Brownwood.

The Downtown Plan is a living document and the recommendations will likely need to evolve over time.

Implementation tasks revolve around priority public projects, economic and financing strategies, operational and programming actions, and regulatory actions. These initiatives should be viewed as a combined strategy to achieve the desired outcome in Brownwood.

The action plan for each initiative category includes the recommended action, whether it's public or private, the recommended time frame for initiation, and a planning level estimated project budget for built environment pursuits. The Downtown Plan contains dozens of actions, often with multiple steps. While each serves to further the vision and goals established in this Plan, it can seem overwhelming. This section begins with 10 Keys to Successful Downtown Implementation, strategies which outline general principles that promote thoughtful development in Downtown.



10 KEYS TO SUCCESSFUL DOWNTOWN IMPLEMENTATION

1. Strive for continuous and incremental improvement.

- Do small things that demonstrate incremental progress and create momentum
- Be prepared to experiment, fail and readjust - utilize pilot projects

2. Build your chest of tools.

- Tax Increment Reinvestment Zones
- Management Districts
- MDDs
- Cooperative business models

3. Make Downtown a place to BE, not a place to drive through.

- Focus on and prioritize the pedestrian experience over vehicular throughput

4. Remove barriers to success.

- Vacancy is the greatest threat to historic buildings
- Form follows finance: understand how your goals fit into a private developer's pro forma
- Enable residential, including on the ground floor (as long as it activates the sidewalk)

5. Focus on Increasing Activity & Demand.

- Seek out and target both public and private sector efforts that increase demand to support businesses
- Invest in projects that help private investors "connect the dots"

6. Commit to Downtown.

- Focus on locals first - if the locals like it, visitors will love it
- Shift City services Downtown. Use public facilities to activate and demonstrate commitment to Downtown .
- Make your wins visible, shout it from the rooftops

7. Leverage Your Assets.

- Realize that City-wide progress supports Downtown
- Understand and recognize your history
- Leverage existing community assets; don't reinvent the wheel

8. Invest in public spaces.

- Public space is critical to shifting perceptions of Downtown
- Public space investment can catalyze overdue infrastructure improvements and additional private sector investment
- Promote a flexible and multi-use public realm

9. Provide engagement and accountability.

- Cities only do what they can measure, so collect data
- Demonstrate progress through performance measurement and reporting
- Failing to implement and measure success = violated public trust

10. Be authentic.

- Formulas are dangerous because every place is different. Look for transferable elements from other cities but make them your own.

FUNDING MECHANISMS

Downtown projects fall into two broad categories: private investment and public improvements. The development of Downtown Brownwood will necessitate both public and private projects.

Developers will likely be looking for the following to occur in order to invest in privately funded projects:

- Existing market demand
- Properties that can be put together and controlled
- Necessary utility and roadway infrastructure
- Community support and entitlements to allow the project to advance

For public improvements, part of the challenge will be determining necessary projects to implement in advance of private investment. It is critical that public projects meet at least one of the following criteria:

- Public improvements that are driven by private investment
- Catalytic projects that bring people to the area
- Infrastructure improvements that lessen the burden for developers

- Improvements that make development opportunities more palatable
- Improvements to open spaces and sidewalks that will enhance the pedestrian experience

Some projects will require only regulatory updates as the market alone can likely induce development. However, others may require marketing on the City's behalf, incentives or public-private partnerships.

Funding Tools

There are a variety of tools that the City can use to fund the implementation of the Downtown Plan. Depending on the incentive, state law might dictate the parameters under which this incentive can be utilized. To successfully execute the Downtown action plan, the City and other stakeholders will need to expand the funding strategies available, combine resources for larger projects, and formalize a predictable long-term funding stream for Downtown that allows for multi-year projects.

Incentives can take any number of forms, typically tied to a level of investment or job creation, including tax abatements, grants, loans and infrastructure improvements. Most

commonly in downtown contexts, these agreements are used to reduce or buy-down risk or hold costs for a project. In Texas, the statutory authority for municipal economic development agreements is provided by Chapter 380 of the Texas Local Government Code (Chapter 381 for county governments). Chapter 380 agreements are flexible with respect to the length of term for the incentives. This flexibility can be used to craft future incentives that might bring about private hiring and project investments.

PUBLIC-PUBLIC PARTNERSHIPS (PUP)

Similar to a P3, public-public partnerships are where the City partners with another public or quasi-public entity, rather than a private sector company, to achieve mutually beneficial outcomes. In Downtown Brownwood this could be in the form of a partnership between the City and Howard Payne University to build student housing Downtown and enhance pedestrian routes between Downtown and the HPU campus.

PUBLIC-PRIVATE PARTNERSHIPS (P3)

Public-private partnerships provide the opportunity to leverage the resources of the City and private sector to more effectively implement the Downtown recommendations. Many of the projects proposed could include a public-private partnership component, typically as part of a formal development agreement or Chapter 380 Economic Development Agreement.

There are three mechanisms that the City can implement to spur private investment in Downtown. These include:

- **Public projects** to better prepare the Downtown environment for private investment
- **Public policy** that induces the desired development form, pattern and density from private projects happening in Downtown
- **Incentives** to reduce the risks for private project development

Infrastructure

As development is planned in Downtown Brownwood, infrastructure improvements will be needed. Public dollars may be used to upgrade sidewalks and infrastructure related to proposed redevelopment projects. In most cases, it is expected that existing utility capacity will be sufficient

to support individual projects in Downtown Brownwood.

Financial Incentive Programs

Providing financial incentives to private investors can help to encourage the types of investment and redevelopment in Downtown that support the community's vision and goals presented in this Plan.

The Brownwood Municipal Development District (BMDD) offers incentives and financing, funded through a half-cent sales tax. The BMDD can assist businesses and investors to understand and navigate the many local, state and federal incentives available in Brownwood¹, including the Texas Enterprise Zone Program (EZP), the USDA Rural Development Intermediary Relending Program (IRP) Program and Federal Qualified Opportunity Zones.

Land Assembly Program

In certain instances, City acquisitions of land can help to incentivize new development. The most likely method of acquiring properties for the purposes of implementing the Downtown Plan will be through the City's purchase of a property in a common fee simple acquisition. The City can then issue a RFQ for a developer to build on the property under specific terms set by the City.

¹ <https://brownwoodbusiness.com/locate-here/incentives-financing>

PROJECT FUNDING

There are a variety of financing options that can be used to help implement this Downtown Plan. Therefore, each possible tool should be examined to determine when it may be most appropriately used. In most cases, funding could include a combination of private and public funding as well as funds from taxing entities, grants and incentives.

The following are potential funding sources to consider for Downtown projects:

- General funds from within the municipal budget
- City-wide bond funding
- Use of Impact Fees
- Local Hotel Occupancy Tax (HOT)
- Philanthropic Grants
- Corporate Donations and Sponsorships
- Taxing Districts
- State and Federal Grants and Loans

Some of these are described in greater detail below.

Taxing Districts

Public Improvement District (PID)

PIDs are permitted under Chapter 372 of the Texas Local Government Code as a type of special assessment enabled for cities and counties. The funds generated by the special assessment tax are reinvested in the district for the following eligible activities:

- Water, wastewater, health and sanitation, or drainage improvements
- Street and sidewalk improvements
- Mass transit improvements
- Parking improvements
- Library improvements
- Park, recreation and cultural improvements
- Landscaping and other aesthetic improvements
- Art installation
- Creation of pedestrian malls
- Supplemental safety services, including public safety and security services
- Supplemental business-related services for the improvement of the district

This differs from a TIRZ (see below) in that all properties receive the assessment based on a fixed rate, while a TIRZ reallocates funds from an already established rate into

the district. PIDs are often used in combination with TIRZs to “buy down” the PID rate or to fund capital projects with a TIRZ and operations/services with a PID. PIDs are most effective when the geographic area is larger; the City should work closely with financial advisors to determine the appropriateness and effectiveness of a PID for Downtown Brownwood.

Tax Increment Reinvestment Zone (TIRZ)

In Texas, Tax Increment Reinvestment Zones are implemented under Chapter 311 of Texas Local Government Code. These districts capture certain property tax revenue generated in the district and then reinvest it back into the district through development of infrastructure and improvements. TIRZs operate with the idea that the cyclical connection between property tax revenue generated by private investment within the district, when applied to public investment within the district, creates a snowball effect in which redevelopment is encouraged and accelerated (see Figure 5).

Upon creation, the assessed property value of a geographic area is locked-in as the base value. As investments occur and valuation increases, the property tax revenue generated from the value above the base value is captured and reinvested within the district. Preliminary evaluation suggests creation of a TIRZ would help provide

funding for implementation, thus a TIRZ should be considered. Even small amounts of revenue generated can prompt establishment of the cyclical investment pattern and help to finance needed improvements in the area.

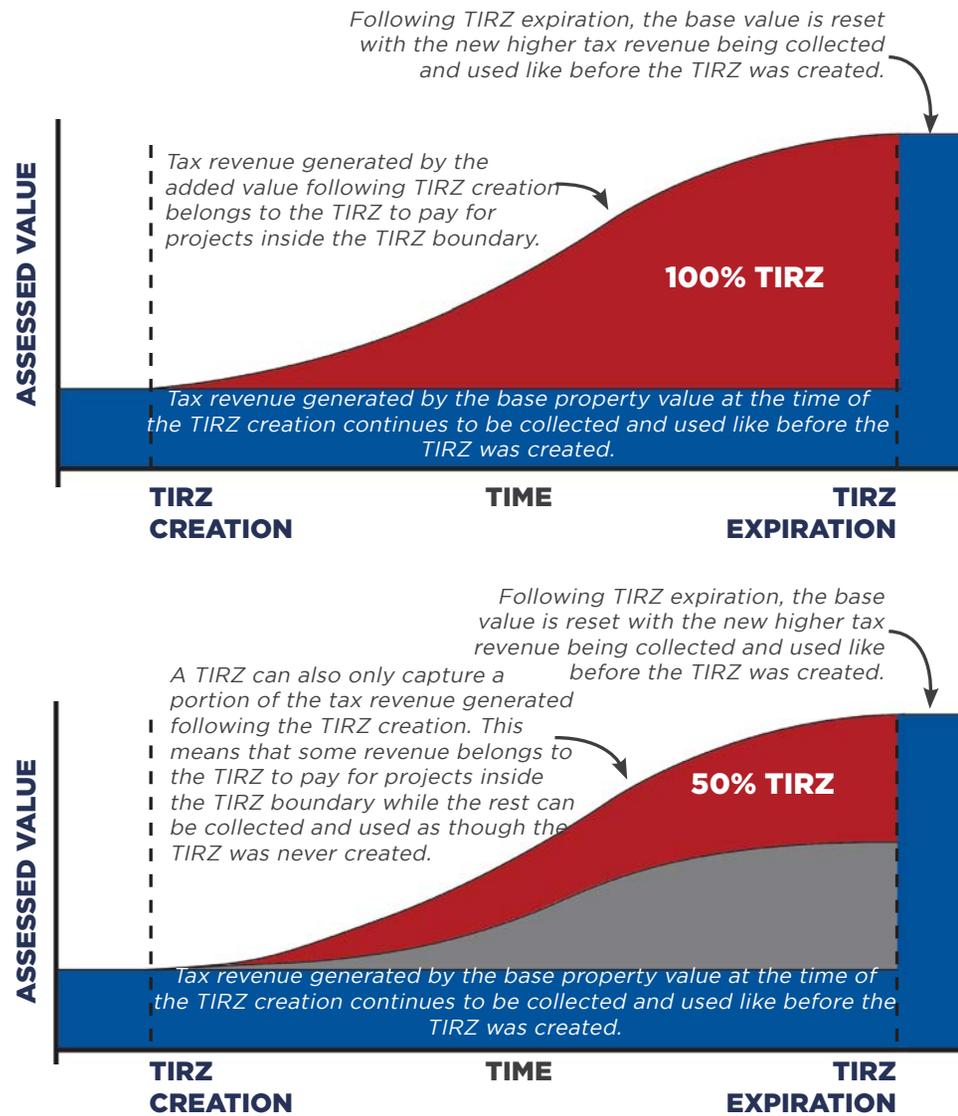
Special Purpose District

Special purpose districts differ from a TIRZ in that a special purpose district collects an additional tax. In this way, a special purpose district is similar to a PID. Special purpose districts differ, however, in that they are legally recognized governments that operate independently from other taxing jurisdictions. They are able to issue bonds, establish user fees, create grants, and implement a number of other funding sources. Their capabilities and eligible projects are limited by their enabling authorization.

State & Federal Grants

Many state and federal grant and loan programs exist that assist communities in implementing projects that progress an agency’s goals. Below are some options that may apply to the proposed projects in Downtown Brownwood. A skilled grant writer who understands how to position a specific project to have the best chance of achieving success will be beneficial. Many grants can be used for pre-project work (such as feasibility studies), project soft costs (such as design and engineering), as well as the actual project construction.

Figure 5. TIRZ Functionality



A TIRZ district is established for a set amount of years. A TIRZ can be set up so that all or a set portion of the increased tax revenue is captured for reinvestment back into the district.

The City should identify the grants they plan to apply for and begin preparing for up to a year prior to their targeted application date.

Texas Department of Transportation (TxDOT) & Federal Highway Administration (FHWA) Grants

TxDOT administers federal funding programs, including FHWA funds relating to **TxDOT's Bicycle and Pedestrian Program** in Texas. These funds are for specific purposes and have separate eligibility and funding requirements. TxDOT administers Transportation Alternative (TA) funds for locally sponsored bicycle and pedestrian infrastructure projects in communities across the state. In large urbanized areas with populations over 200,000, TA funds are also distributed directly to Metropolitan Planning Organizations (MPO) to administer according to their needs. MPOs and TxDOT are responsible for selecting projects independent of one another.

All projects must be related to bicycle or pedestrian mobility, principally for transportation rather than recreation, must have a direct relationship to the surface transportation system, and must benefit the general public. For community-based projects, eligible activities include engineering and construction. A local funding match is required.

US Department of Transportation (USDOT) Grants

- **Rebuilding American Infrastructure with Sustainability and Equity (RAISE)** grants provide capital funding directly to any public entity to invest in road, rail, transit and port projects
- **Safe Streets and Roads for All (SS4A) Grant** Program funds initiatives including safety projects, safety planning, and demonstration activities driven at the local level and aimed at improving safety and help prevent deaths and serious injuries on the nation's roadways

Texas Parks & Wildlife Department (TPWD)

The TPWD supports communities in the implementation of parks and trails. Having a parks plan for the City that meets TPWD standards helps in securing this funding.

- **The Local Park Grant Program** consists of 5 individual programs that assist local units of government with the acquisition and/or development of public recreation areas and facilities throughout the State of Texas. The Program provides 50% matching grants on a reimbursement basis to eligible applicants.
- TPWD administers the **National Recreational Trails Fund** in Texas

under the approval of the Federal Highway Administration (FHWA). The reimbursable grants can be up to 80% of project cost with a maximum of \$300,000 for non-motorized recreational trail projects such as the construction of new recreational trails, to improve existing trails, to develop trailheads or trailside facilities, and to acquire trail corridors.

The **Community Development Block Grants Program (CDBG)**, administered through Federal Housing and Urban Development (HUD), supports community development activities to build stronger and more resilient communities. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, homeowner assistance, etc. CDBG has multiple sub-programs that could be applicable.

The State offers the **Community Development Block Grant Program for Rural Texas (TxCDBG)** through the Texas Department of Agriculture. The primary objective is to develop viable communities by providing decent housing and suitable living environments and expanding economic opportunities principally for persons of low- to moderate-income (similar to

the federal CDBG program). Eligible applicants are non-entitlement cities under 50,000 in population and non-entitlement counties that have a non-metropolitan population under 200,000. Applicants not eligible for direct CDBG funding from HUD may apply for funding through any of the Texas CDBG programs. Notably, they offer a Downtown Revitalization Program that provides grant funds for public infrastructure improvements and economic development in historic main streets and rural downtowns.

Federal Emergency Management Agency (FEMA) Grants

FEMA's Hazard Mitigation Assistance (HMA) programs provide funding for projects that reduce the long-term risk to people and property from disaster events, referred to as hazard mitigation. These can often be paired with community projects, such as trail corridors and greenbelts that follow natural drainage ways. Portions of Downtown along the Adams Branch Creek are in a floodplain, and therefore could be good candidates for these programs. Many FEMA grants in Texas are administered by the Texas Division of Emergency Management (TDEM) and require all entities seeking funding to have a FEMA-approved Hazard Mitigation Plan.

- **Building Resilient Infrastructure and Communities (BRIC)** funds projects that mitigate risk to public infrastructure and disadvantaged communities, including the implementation of nature-based solutions
- **Flood Mitigation Assistance (FMA)** funds flood mitigation projects that address community flood risk for the purpose of reducing National Flood Insurance Program flood claim payments and to mitigate the risk of flooding to individual flood insured structures. This program is administered by the Texas Water Development Board (TWDB).
- **Hazard Mitigation Grant Program (HMGP)** provides funding to rebuild in a way that reduces or mitigates future natural disaster losses in communities

Texas Property Assessed Clean Energy (PACE) Program

TX-PACE is a financial tool that incentivizes Texas property owners to upgrade facility infrastructure with little or no capital outlay. Approved by State legislation and established by local governments, **TX-PACE programs** enable owners to lower their operating costs and use the savings to pay for eligible water conservation, energy efficiency, resiliency, and distributed generation projects. Owners gain access to private, affordable, long-term (typically 10-20 years) financing

that offers lower rates and may not be available through traditional funding avenues.

Federal Historic Preservation Tax Incentive

The **Federal Historic Preservation Tax Incentives Program**, commonly known as the Federal Historic Tax Credit program, provides a 20% and 10% federal tax credit to property owners who undertake a substantial rehabilitation of a historic building in a commercial or other income producing use, while maintaining its historic character.

A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be certified historic structures. The State Historic Preservation Office at the Texas Historical Commission and the National Park Service review the rehabilitation work to ensure that it complies with the Secretary's Standards for Rehabilitation. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit.

A 10% tax credit is available for the rehabilitation of non-historic buildings

placed in service before 1936. The building must be rehabilitated for non-residential use.

US Department of Agriculture (USDA) Grants

The USDA Rural Development (USDA-RD) programs provide loans and grants to upgrade infrastructure in rural communities, aiming to bring new jobs, clean water and fuel, and reliable electricity to people.

- **USDA-RD Business Programs** provide financial backing and technical assistance to stimulate business creation and growth. The programs work through partnerships with public and private community based organizations and financial institutions to provide capital, equipment, space, job training and entrepreneurial skills that can help to start and/or grow a business. The program is available to individuals, businesses, cooperatives, farmers and ranchers, public bodies, non-profit corporations, and private companies.
- **USDA-RD Community Facilities Programs** offer direct loans, loan guarantees and grants to develop or improve essential public services and facilities in communities. Public bodies and non-profit organizations can use the funds to construct, expand or improve facilities that

provide health care, education, public safety and public services. Projects include fire and rescue stations, village and town halls, health care clinics, hospitals, adult and child care centers, assisted living facilities, rehabilitation centers, public buildings, schools, libraries and many other community-based initiatives. Financing may also cover the costs for land acquisition, professional fees, and purchase of equipment.



Identify Priority Structures for Preservation

PRIORITIZATION

This Plan includes a list of all recommended actions, but knowing where to start can be daunting and further complicated by added pressure from the community to see immediate changes in Downtown. Before jumping in, there are a few things unique to Brownwood that require consideration.

First, the public projects recommended in this plan pose a heavy lift for any community. Given the reality of Brownwood's steady but mild growth projections, there needs to be thoughtful prioritization so as not to burden the City's resources. Thoughtful prioritization means projects should be based on one of the following parameters:

- A community need that requires fulfillment
- An underutilized property that requires a productive use
- The strategic enhancement of an economic driver

Additionally, the City just completed a major generational catalyst project with the recently opened Event Center Complex. Therefore, the best focus for Downtown over the next 10 years is not necessarily another major catalyst project, but a set of supporting projects that build upon that recent investment,

maximizing and multiplying its success and taking advantage of the impacts it brings to the area.

Supporting projects may include:

- City projects, such as the public projects outlined in Chapter 3
- Private projects, which are enticed by public investments and City incentives
- General promotion of Downtown to daily residents, regional day trippers, and overnight tourism

Successful downtown development is predicated on increasing market demand and getting new residents, businesses, and visitors into Downtown. So the City should ask themselves, what are the things that will get people Downtown?

Given all these considerations, priority actions have been identified as the top recommendations noted to be completed. However, the City should take advantage of opportunities as partnerships and funding become available, even if they are not listed here. These priority actions are intended to act as a springboard for the remainder of the implementation actions.

PRIORITY ACTIONS FOR DOWNTOWN BROWNWOOD

1. Fisk Street Streetscapes
2. Baker Street Streetscapes
3. Brownwood Art Park
4. Lodging
5. Housing
6. Tax Increment Reinvestment Zone (TIRZ)

These priority actions are described further in the Actions Matrix that follows.

Bundling Projects

Completing recommendations in tandem can be more effective, more efficient, and accomplish greater results. Implementing two or more projects at a time can seem daunting, but by sharing resources it can allow for better outcomes. Some examples of projects that typically bundle well together are underground utility updates with streetscape enhancements and updating housing regulations while working with developers to determine options and incentives to encourage more housing choices.

ACTIONS MATRIX

The actions matrix organizes the actions necessary to bring the recommendations in the Downtown Plan from vision into reality. Each action includes a detailed description, identified sub-actions (if necessary), category, timeframe, responsible party, and, where applicable, potential funding sources and opinions of probable costs.

Actions, Sub-Actions, & Descriptions

Each action, either individually or combined with other actions, supports the implementation of the Downtown Plan. In many cases, a recommendation may require sub-actions, as listed in the matrix. The table also includes a detailed description of the action, to provide context or considerations.

Project Type

The listed category helps quickly identify what type of action each item is and therefore helps guide the City to determine the best process for moving it forward.

Public Project

Public projects are those that are likely capital improvement projects planned, designed, and built by the City.

Private/P3 Project

Private or P3 projects are those that will be mostly implemented by a private sector investor or developer, with or without support or incentives from the City.

Policy/Regulatory

These actions are policies, ordinances, or other regulations that should be put into place or updated by the City to allow the types of changes the Downtown Plan advocates for. These may be new regulations that are needed to require private projects to adhere to the Downtown vision or, conversely, existing City regulations that need to be amended because they are currently preventing or disincentivizing the Downtown vision from being implemented as planned.

Operations/Program/Funding

These actions are a more general bucket that captures those that are not physical projects or regulatory actions. These might include changes to internal City processes, operational changes to how the City manages projects and places, new or changes to City programs and programmatic offerings, or finding funding for things not linked to a direct physical project.

Timeframe

The implementation timeframe indicates the approximate start time for each action. To note, some actions may involve activities that set the stage for later initiatives or require prerequisite activities prior to implementation. These timeframes are identified as a resource for future planning. Actions can take place during an earlier or later timeframe depending on changing circumstances or when opportunities become available. The timeframes used are detailed below.

Short-Term (1-5 years)

Actions that are typically “low-hanging fruit” or easier to achieve because they do not require a large amount of capital or multi-jurisdictional planning.

Mid-Term (5-10 years)

Actions that may require more planning and capital than the short-term 5-year horizon.

Long-Term (10+ years)

Actions that generally need a large amount of capital, require significant planning and coordination for completion or other steps must take place before implementation. In some cases, there may be opportunities to make some initial progress in the short- or mid-term.

Ongoing

Recommendations that do not have a specific timeframe for implementation, are continuously implemented, or should be revisited regularly throughout the life of the recommendation or implementation. Some actions may have both a specific timeframe as well as being ongoing, this indicates an ongoing effort with a timeframe for initiation.

Primary Parties & Secondary Parties/Partners

Identifies the primary department or other entity that should champion that action's implementation. Although most actions will require more than one entity for success, a primary entity or "champion" should be identified who is held accountable for the action's progress.

Secondary parties or partners are also identified, where applicable. These are the recommended entities that the responsible party should coordinate with to achieve the greatest success.

Potential Funding Sources

Identifying potential funding sources directs attention to the primary avenues available to finance a specific action. Keep in mind, though, these are not relevant to all actions.

Planning Level Estimated Project Budget

A planning level cost estimate is provided for some actions, specifically the proposed public projects identified in Chapter 3. It should be noted that these are opinions of probable costs at the time of this Plan's creation (2023-2024) and are intended to provide an idea of cost for high-level budgeting and planning purposes. Project costs can change based on a variety of factors, including market and economic forces. The project cost ranges provided in these estimates are a planning level effort based on a very high-level and incomplete understanding of the actual site conditions and ultimate design features described herein. Assumptions have been made in establishing these cost ranges. These estimates should serve only as a planning guide. Freese and Nichols recommends that additional survey, site investigation, programming and detailed design be performed before a project budget target is established.



Figure 6. Actions Matrix

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
PRIORITY ACTIONS						
Priority actions are those that have been identified as those which are the most important for the City focus on to find success in reaching the goals and vision outlined in this Downtown Plan.						
1	Fisk Street Streetscape Enhancements Design and construct the Fisk Street streetscape between Baker Street and Chandler Street to address accessibility and safety issues, improve the pedestrian experience, and improve on-street parking. 1.1 - Secure Funding 1.2 - Complete Design 1.3 - Construction	Public Project	◆			
2	Baker Street Streetscape Enhancements Design and construct the Baker Street streetscape between Main Street and Washington Street to address accessibility and safety issues, improve the pedestrian experience, and improve on-street parking. 2.1 - Secure Funding 2.2 - Complete Design 2.3 - Construction	Public Project	◆			
3	Brownwood Art Park Develop the vacant lot at Fisk Street and Chandler Street into the Brownwood Art Park. For budgetary purposes this includes a lawn, central plaza, unique surface textures, outdoor seating areas, and improved landscape areas. 3.1 - Secure site. Continue conversations with Texas Bank. 3.2 - Secure funding 3.3 - Complete design 3.4 - Construction 3.5 - Ongoing program to curate art pieces	Private/P3 Project	◆			◆

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
City Economic Development Dept.	City Public Works Dept. Outside Consultant	TXDOT Grant City General Funds Bond Funding TIRZ Funds PID Funds TDA CDBG	\$1,186,000
City Economic Development Dept.	City Public Works Dept. Outside Consultant	TXDOT Grant City General Funds Bond Funding TIRZ Funds PID Funds TDA CDBG	\$2,968,000
City Economic Development Dept.	City Legal Dept. City Parks Dept. TexasBank Brownwood Art Assoc. Arts Council of Brownwood BCIF Outside Consultant	Philanthropic Donations Corporate Sponsorships Arts & Culture Grant City Parks Budget Bond Funding HOT Tax Funds PID Funds TPWD Grant	\$1,023,000

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
4	<p>Promote a Lodging Use in Downtown The City should focus efforts on bringing a hotel to Downtown, be that the historic Brownwood Hotel or otherwise. The City should make it a goal to get one hotel operating in Downtown in the next 10 years, commit to this goal and put necessary resources behind it. This should be done through P3 with the private sector, either via incentives or an RFI for a project on City-owned land.</p>	Private/P3 Project		◆		
5	<p>Promote Housing in Downtown The City should focus efforts on bringing housing to Downtown, be that condos, apartments or student housing. The City should make it a goal to get 50 housing units in Downtown in the next 10 years. This should be done through P3 with the private sector, either via incentives or an RFI for a project on City-owned land.</p>	Private/P3 Project	◆			
6	<p>Develop a Tax Increment Reinvestment Zone (TIRZ) Designate a Downtown TIRZ to capture incremental property tax growth. The City and County’s joint partnership for TIRZ is critical. The City should lead this initiative, but request the County join the TIRZ. The tax increment would be used to help fund the projects in the Downtown Plan over the next 20 years.</p>	Policy/Regulatory	◆			
<p>PHYSICAL PROJECTS & PUBLIC REALM ACTIONS Actions that support physical enhancements to the built environment and public realm in Downtown.</p>						
7	<p>Address Accessibility Downtown has many issues with general and ADA accessibility throughout the area. 7.1 - Conduct a study of general sidewalk network quality with a specific focus on ADA concerns and create a plan based on this report. 7.2 - Secure Funding 7.3 - Complete Design 7.4 - Construction</p>	Public Project	◆			

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
Private Sector	City Economic Development Dept.	Privately Funded Economic Development Incentives	N/A
Private Sector	City Economic Development Dept.	Privately Funded Economic Development Incentives	N/A
City Eco Dev Dept.	Brownwood City Council Brown County	City Resources	N/A
City Public Works Dept.	-	TIRZ Funds PID Funds CDBG Grants Bond Funding	N/A

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
8	Dumpster Program Consolidate and screen enclosures per recommendations in this Plan. Work with City departments to adjust pickup routines as necessary.	Public Project	◆			
9	The Silos Promenade Implement this project per recommendations in the Downtown Master Plan chapter 3. 9.1 - Secure Funding 9.2 - Complete Design 9.3 - Construction	Public Project		◆		
10	City Hall Facade & Visitor's Park Implement this project per recommendations in the Downtown Master Plan chapter 3. 10.1 - Secure Funding 10.2 - Complete Design 10.3 - Construction	Public Project		◆		
11	Sign Package Design a sign family and implement new gateways, wayfinding, etc. throughout Downtown per the recommendations of this Plan.	Public Project		◆		
12	Shuttle Circulator Study the demand for provision of a rubber-wheeled circulator shuttle. If the demand is there, purchase shuttles and use them to support mobility during major events.	Public Project		◆		
13	The Silos Courtyard Implement this project per recommendations in the Downtown Master Plan chapter 3. 13.1 - Secure Funding 13.2 - Complete Design 13.3 - Construction	Public Project			◆	

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
City Public Works Dept.	-	TIRZ Funds PID Funds TDA CDBG	To be determined (TBD)
City Eco Dev Dept.	City Parks Dept. Events Center Mgmt. Outside Consultant	TIRZ Funds PID Funds HOT Tax Funds TDA CDBG	\$721,300
City Eco Dev Dept.	Brownwood City Council City Facilities Dept. Outside Consultant	TIRZ Funds PID Funds Bond Funding Hot Tax Funds City General Fund	\$1,564,200
City Eco Dev Dept.	City Public Works Dept. Outside Consultant	TIRZ Funds PID Funds Hot Tax Funds	TBD
City Tourism Dept.	City Eco Dev Dept. Community Facilities Dept.	TIRZ Funds PID Funds Bond Funding HOT Tax Funds Economic Development Funds	TBD
City Eco Dev Dept.	City Public Works Dept. Community Facilities Dept.	TIRZ Funds PID Funds HOT Tax Funds Economic Development Funds P3 Arrangement	\$802,700

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
14	<p>Railyard Park Implement this project per recommendations in the Downtown Master Plan chapter 3. 14.1 - Secure Funding 14.2 - Complete Design 14.3 - Construction</p>	Public Project			◆	
15	<p>Adams Branch Greenbelt Trail Implement this project per recommendations in the Downtown Master Plan chapter 3. 15.1 - Secure Funding 15.2 - Complete Design 15.3 - Construction</p>	Public Project			◆	
16	<p>Events Center Expansion After completion of a Demand Assessment (see Action #33) the City may consider the need for a Phase 2 expansion of the Events Center.</p>	Public Project			◆	
17	<p>Senior Center Relocation Relocate the Senior Center, potentially near the library in Downtown, and reuse of that full block for redevelopment.</p>	Public Project			◆	
18	<p>Bury Overhead Power Lines As streetscape enhancements and other major projects are happening, consider relocating overhead power lines to underground. This can help increase aesthetics as well as utility service reliability.</p>	Public Project				◆

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
City Eco Dev Dept.	City Parks Dept.	City Parks Budget Bond Funding TIRZ Funds PID Funds HOT Tax Funds TPWD	\$1,670,200
City Eco Dev Dept.	City Public Works Dept.	FEMA Grants (BRIC, MIG) City Parks Budget Bond Funding TXDOT Grant TPWD	\$1,274,000
City Eco Dev Dept.	City Facilities Dept. Events Center Mgmt.	Economic Development Funds Bond Funding	N/A
City Administration	City Eco Dev Dept. Community Stakeholders	Bond Funding	N/A
Oncor Electric Secondary Service Providers	City Public Works Dept. Private Developers	Privately Funded with Projects Texas PACE Authority	TBD

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
POLICY & REGULATORY ACTIONS						
The vitality of Downtown is connected to its ability to attract both residents and visitors, as well as create a favorable environment for private developers to invest and build in Downtown. To achieve these goals, the following policy and regulatory actions are recommended for Brownwood.						
19	Explore Historic District Designation Explore the opportunity for Downtown Brownwood to become designated as a Historic District through the Texas Historical Commission, and determine if that would provide additional value to the area efforts. This designation opens up building owners to benefits such as preservation tax credits and other resources from the Texas Historical Commission To note, a designated Historic District does not obligate any individual building owner to participate.	Policy/ Regulatory	◆			
20	Historic Reuse & Preservation Plan Identify structures in Downtown that are a priority for historic reuse (recommended buildings for preservation are noted in Action Items #20-25). These are the buildings on which the City has decided to focus their efforts. All other structures in Downtown should be considered fair game for either reuse or demolition by the private sector. Talk with building owners about what it would take to initiate reuse of the property, purchase the site, or sell the site to a developer who will rehab it. Explore options and determine a plan and funding sources for each building. Support and encourage owners in securing funding and executing projects per the plans.	Policy/ Regulatory	◆			
21	Montgomery-Ward Building This building is located on a prime site along Center Avenue and currently is used for storage. The City should continue talks with the owner to determine how they can help move a project forward that would allow this building and its use to more actively contribute to the Downtown.	Private/P3 Project	◆			

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
City Planning & Development Dept.	City Eco Dev Dept. Community Stakeholders Outside Consultant	City Resources	N/A
City Planning & Development Dept.	City Eco Dev Dept. Community Stakeholders Outside Consultant	City Resources	N/A
Property Owner	City Eco Dev Dept. Outside Consultant	Privately Funded Economic Development Incentives Texas PACE Authority Historic Preservation Grants or Tax Incentives	N/A

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
22	<p>Southwest Appliance Building</p> <p>This building is one of the most aesthetically impressive in Downtown and is currently partially used for a single residential unit with the rest being unused. The City should continue talks with the owner to determine how they can help move a project forward in this building. Appropriate uses likely include townhome housing or live-work units.</p>	Private/P3 Project	◆			
23	<p>DeBusk Building</p> <p>The owners of the DeBusk building are committed to the full rehab of this historic structure. The ground floor is a popular restaurant, while the upper floors are a mix of rehabbed and unfinished office suites. The City should continue to partner with them to assist in completing the rehab and filling the space with appropriate tenants.</p>	Private/P3 Project	◆			
24	<p>Brownwood Hotel</p> <p>The historic Brownwood Hotel is a cultural asset in the eyes of the community, but the structure itself is in dire need of costly rehabilitation. Should the City affirm its commitment to preserving and revitalizing the structure, they must be prepared to explore various avenues of support. This likely entails offering substantial financial support either to the private owner or for acquiring the building themselves in the event that the owner chooses to sell.</p>	Private/P3 Project		◆		
25	<p>Brownwood Manor</p> <p>The federal lease on the Brownwood Manor building ends in 2031, at which time the City should be prepared to acquire or support the redevelopment of this property. The most appropriate use is likely housing, such as condos, apartments, or student housing in partnership with a private developer/investor.</p>	Private/P3 Project		◆		

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
Property Owner	City Eco Dev Dept. Outside Consultant	Privately Funded Economic Development Incentives Texas PACE Authority Historic Preservation Grants or Tax Incentives	N/A
Property Owner	City Eco Dev Dept. Outside Consultant	Privately Funded Economic Development Incentives Texas PACE Authority Historic Preservation Grants or Tax Incentives	N/A
Property Owner	City Eco Dev Dept. Outside Consultant	Privately Funded Economic Development Incentives Texas PACE Authority Historic Preservation Grants or Tax Incentives TIRZ Funds	N/A
Property Owner	City Eco Dev Dept. Outside Consultant	Privately Funded Economic Development Incentives Texas PACE Authority Historic Preservation Grants or Tax Incentives	N/A

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
26	Contiguous Historic Storefronts along Fisk and Center The City should continue to work with the owners and tenants of other contributing storefronts along the primary commercial corridors and assist them in improving their properties through incentives and technical support.	Private/P3 Project				◆
27	Promote General Infill & Redevelopment This applies to properties that are undeveloped, underutilized and not identified as targets for preservation in the Historic Reuse & Preservation Plan per Action #19. Along with the recommendations in this Plan that generate long-term demand, the City should to take steps to update their codes and regulations as necessary (see Appendix D, Code Diagnostic) to ensure the desired infill and redevelopment projects for Downtown are not being hindered by the City’s own land use regulations.	Policy/Regulatory	◆			◆
28	Sign Regulations Create and adopt sign regulations for Downtown businesses that promote quality development, interesting experiences and allow enough flexibility for business owners to be creative.	Policy/Regulatory		◆		
29	Downtown Design Guidelines Create and adopt formal design guidelines for Downtown that promote quality development and interesting experiences and allow enough flexibility for business owners to be creative.	Policy/Regulatory		◆		
30	Policies for Street Patios Create and adopt formal policies for the encouragement of ROW activation in the form of street patios, sidewalk cafes, parklets, etc. in the public realm.	Policy/Regulatory		◆		

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
Property Owner	City Eco Dev Dept.	Privately Funded Economic Development Incentives Texas PACE Authority Historic Preservation Grants or Tax Incentives	N/A
Private Sector	City Eco Dev Dept.	Privately Funded Economic Development Incentives	N/A
City Planning & Development Dept.	City Eco Dev Dept. Business Stakeholders	City Resources	N/A
City Planning & Development Dept.	City Eco Dev Dept. Community Stakeholders Business Stakeholders Outside Consultant	City Resources	N/A
City Planning & Development Dept.	City Eco Dev Dept. Business Stakeholders	City Resources	N/A

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
OPERATIONAL & PROGRAMMATIC ACTIONS						
Realizing the Downtown vision requires a well-coordinated approach involving various stakeholders, purposeful branding and marketing strategies, additional programming, and a dedicated workforce. It is important to keep in mind that Downtown Brownwood will not undergo an overnight transformation. Instead, a slow and steady increase in interest, investment and activity will gradually shape a thriving district. The following operational and programming actions are recommended to support the implementation.						
31	<p>Address Inactive Storefronts along Center Avenue, Fisk Street and Baker Street.</p> <p>Inactive storefronts can be a detriment to the goals of creating a thriving Downtown. “Inactive” refers to the ground floors of buildings that are empty, used for storage, or other activities that do not promote pedestrian activity.</p> <p>30.1 - Assessment - inventory empty, inactive or underutilized storefronts along Center, Fisk and Baker Streets.</p> <p>30.2 - Encourage temporary use program - temporary installations to activate ground floor storefronts before they can be fully activated, such as pop ups or community uses.</p> <p>30.3 - Long-term solutions - work with building owners to sell or redevelop their underutilized buildings, or rehab their ground floors for active use at a minimum.</p>	Operations/ Program/ Funding	◆	◆		◆
32	<p>Maintenance Plan & Funding</p> <p>Establish a regular maintenance plan and funding stream for ongoing maintenance efforts of Downtown streetscapes and open spaces. This should include day-to-day maintenance needs as well as a long-term plan for regular updating/ replacing of streetscape elements, such as lighting, furnishings, and paving.</p>	Operations/ Program/ Funding	◆			
33	<p>Cultural District Designation</p> <p>After install of the Brownwood Art Park, the City could apply for Cultural District Designation, opening up additional funding sources.</p>	Operations/ Program/ Funding		◆		

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
Property Owner	City Economic Development Dept.	Economic Development Incentives Privately Funded	N/A
City Public Works Dept. City Parks Dept.	City Economic Development Dept.	City Resources for Planning PID Funds City General Budget	N/A
City Eco Dev Dept.	City Planning Dept.	City Resources	N/A

Figure 6 - Actions Matrix Continued

Ref. #	Actions, Sub-Actions & Descriptions	Project Type	Timeframe			
			1-5	5-10	10+	Ongoing
34	Texas Main Street Designation Explore the opportunity for Downtown Brownwood to participate in the Texas Main Street Program (TMSP) through the Texas Historical Commission and determine if that would provide additional value to the area efforts.	Operations/ Program/ Funding	◆			
35	Music Friendly Texas Designation Explore the opportunity for Brownwood to participate in the Music Friendly Texas Certified Community Program through the Texas Music Office (TMO) and determine if that would provide additional value to the area efforts.	Operations/ Program/ Funding	◆			
ECONOMIC DEVELOPMENT & FINANCE ACTIONS						
The following economic development and finance actions are recommended to help spur investment and positive change in Downtown Brownwood.						
36	Demand Assessment After a couple years of operation, conduct an assessment of the demand created for additional Downtown development by the Events Center.	Operations/ Program/ Funding		◆		
37	Strategic Land Acquisition Plan Conduct an inventory of public and non-governmental organization (NGO) owned land/uses in Downtown, plan for strategic relocations/acquisitions and open those lots up for private redevelopment. The City should focus on full-block acquisitions. Land acquisitions should be linked to fulfillment of goals and objectives or specific project purposes.	Operations/ Program/ Funding		◆		
38	Explore a Bond Proposition The City may consider floating a bond election to fund some of the basic infrastructure needs in Downtown. This decision should not be made lightly as bond elections take a lot of time and effort to prepare and even more to make successful. A bond should only be floated if the City believes the community in Brownwood has an appetite for it.	Operations/ Program/ Funding		◆		

Primary Party	Secondary Parties/ Partners	Potential Funding Sources	Planning Level Estimated Project Budget
City Eco Dev Dept.	-	City Resources	N/A
City Eco Dev Dept.	-	City Resources	N/A
City Eco Dev Dept.	-	City Resources	N/A
City Eco Dev Dept.	City Legal Dept.	City Resources	N/A
City Eco Dev Dept.	City Council All applicable City Depts. Outside Consultant	City Resources	N/A

MONITORING AND REPORTING

The following section establishes metrics to measure the progress and success of Plan implementation.

Keep it Updated

This Downtown Plan is meant to be a living document that allows flexibility for changing political, economic, physical, technological, and social conditions, as well as any other unforeseen circumstances that may ultimately influence and/or change the priorities for Downtown. To ensure the Plan remains relevant, the Plan must be reviewed on a regular basis to ensure that its elements are still appropriate and the recommendations are still applicable. The Plan should be reviewed annually and a progress report should be created that identifies successes, lessons learned and next year's focuses. This will allow momentum to continue and prevent the Plan from stagnating. The stated target horizon for this Plan is 10 years, at which point a more in-depth evaluation and update should be undertaken.

Using & Interpreting Indicators

Tracking indicators can help the City understand and demonstrate if they are moving toward or away from achieving

goals. It is important to note that indicators do not work independently and are not intended to capture the entire picture of what is going on in Downtown. Falling short of an indicator does not necessarily mean that progress is not being made, but it may note that closer examination is needed for that particular element. It may be found that the indicator originally listed is in fact not the best indicator for that action and can be updated.

Potential indicators are provided in Figure 7 on the adjacent page. The City should use these as a starting point, and adjust as needed based on leadership's goals, community values, and the reality of data availability.

Some indicators have clear, quantifiable goals established and some have more open ended goals or goals are noted as "No specific goal identified at this time". As the City begins to work toward some of these goals they may choose to establish more defined goals for those indicators.



Figure 7. Indicator Table

Indicator	Direction	Goal	Data Source
<p># of Residential Units Indicates a greater variety of land uses, provides a wider base of regular patrons for Downtown merchants, allows Downtown employees or HPU students to live closer to their jobs/school.</p>	Increasing	<p>50 units by 2034. Could be any variety of multi-family or urban single-family type product, luxury units or more affordable units geared toward service workers and students.</p>	City Permit Data
<p># of Jobs Indicates Downtown merchants are thriving and needing to hire, office jobs provide a wider base of daytime patrons for Downtown businesses.</p>	Increasing	No specific goal identified at this time.	City Economic Development Data
<p>Residents Working in Downtown Indicates that jobs offered in Downtown are aligning with Brownwood’s overall workforce skills and needs. Residents working within the City limits spend less time in their cars commuting and less money on fuel costs, giving them more time and money to spend elsewhere.</p>	Increasing	No specific goal identified at this time. If this number is not increasing, the City may take a look at the workforce in Brownwood and see if they can encourage better alignment of Downtown job offerings with residents’ skills.	City Economic Development Data
<p>Average Wages Indicates Downtown merchants are thriving and able to pay higher wages, this leads to less turnover and more disposable income for those employees to spend in the community.</p>	Increasing	No specific goal identified at this time.	City Economic Development Data
<p>Sales Tax Collections Indicates Downtown merchants are thriving and provides additional income for the City to spend on investments in the community.</p>	Increasing	No specific goal identified at this time.	City Economic Development Data
<p>Land Values Indicates that Downtown is desirable for private investment and leads to increased income for the City, especially if a TIRZ is in place.</p>	Increasing	No specific goal identified at this time.	County Appraisal District
<p># of Business Closings Indicates that the Downtown environment is providing the support businesses need to be successful and that Downtown is not losing tenants to competing areas.</p>	Decreasing	No specific goal identified at this time.	City Economic Development Data

Figure 7 - Indicator Table Continued

Indicator	Direction	Goal	Data Source
<p># of Business Permit Applications Indicates that Downtown is desirable for new businesses.</p>	Increasing	No specific goal identified at this time.	City Permit Data
<p>Dollars Spent on Public Improvements Indicates that the City is committed to improving and investing in Downtown, often followed by the private sector doing the same.</p>	Increasing	No specific goal identified at this time. City investments in Downtown should follow the recommendations in this Plan.	City Budget Data
<p>Grant Dollars Acquired Indicates that the City is working diligently to make the most efficient use of City funds for Downtown improvements.</p>	Increasing	No specific goal identified at this time. Efforts should follow the recommendations in this Plan.	City Economic Development Data
<p>Pedestrian and Bicycle Activity Indicates that Downtown users are spending more time in the area and likely frequenting multiple merchants and businesses.</p>	Increasing	No specific goal identified at this time.	Data collection from apps such as Strava or PlacerAI
<p>Business Opening Hours Indicates that there is enough business for merchants to justify staying open longer hours. As Downtown merchants thrive, they should be able to stay open longer throughout the day and more days of the week. This in turn draws additional users to Downtown, and the positive cycle continues.</p>	Increasing	No specific goal identified at this time. This is a type of “chicken-or-egg” situation; how do businesses draw in more customers to justify longer hours without having the longer hours to draw in more customers. The City should look closely at how they can support this.	Downtown Business Inc. (DBI) Data
<p># of Tourists Tourism dollars are an important income generator for most Downtowns, an increase in numbers of tourists frequenting the area should lead to success in many of the other indicators listed here.</p>	Increasing	No specific goal identified at this time. While tourism is important to Downtown, increasing tourism should not be at the detriment to local patrons.	City Economic Development Data Social Media Data

Figure 7 - Indicator Table Continued

Indicator	Direction	Goal	Data Source
<p># of Events Events are an important bedrock of Downtowns, both in fulfilling their cultural and social role within the City and acting as marketing for what Downtown is and has to offer the community. Brownwood hosts a lot of events currently, which can be both a boon to and burden on Downtown businesses; therefore, future events should be done thoughtfully.</p>	Stable to Increasing	No specific goal identified at this time. An increase in the number of events held Downtown is not a major need identified by this Plan. However, the opening of the new Event Center would indicate that an increase could be warranted and justified.	City Economic Development Data
<p>% of Merchants Participating in DBI A strong community of active merchants working together for the betterment of Downtown is a key to success.</p>	Increasing	No specific goal identified at this time.	DBI Data
<p>Age of Infrastructure Aging infrastructure can be a turn-off for private investment and detrimental to the function of Downtown if maintenance and upgrades are deferred too long.</p>	Decreasing	No specific goal identified at this time. The City should be aware and actively monitoring the age and quality of above- and below-ground infrastructure and have a plan for proactive maintenance and upgrades.	City Public Works Data
<p>Participation in Incentive Programs Indicates that Downtown businesses are thriving and have the funds to invest in Downtown, also indicates that the City’s incentives are aligning with the merchants’ needs.</p>	Increasing	No specific goal identified at this time. If participation in the programs does not increase, the City should take a look at why that is and identify if changes need to be made to the program/process.	City Economic Development Data
<p>% of Park Acreage An increase in open space in Downtown was something requested by the community. Increasing park acreage in Downtown indicates the City is being responsive to residents and provides new offerings in the area.</p>	Increasing	No specific goal identified at this time. City investments in Downtown parks should follow the recommendations in this Plan.	City Planning/ Parks Data
<p>Presence of Overnight Lodging The presence of short-term lodging reflects the private sector’s understanding of tourism demand. The absence of a hotel in Downtown is a significant gap, crucial for supporting the Event Center.</p>	Increasing	1 hotel by 2035. Could be rehabbing the historic Brownwood Hotel or a new build hotel, depending on market realities.	City Economic Development Data

APPENDIX A:

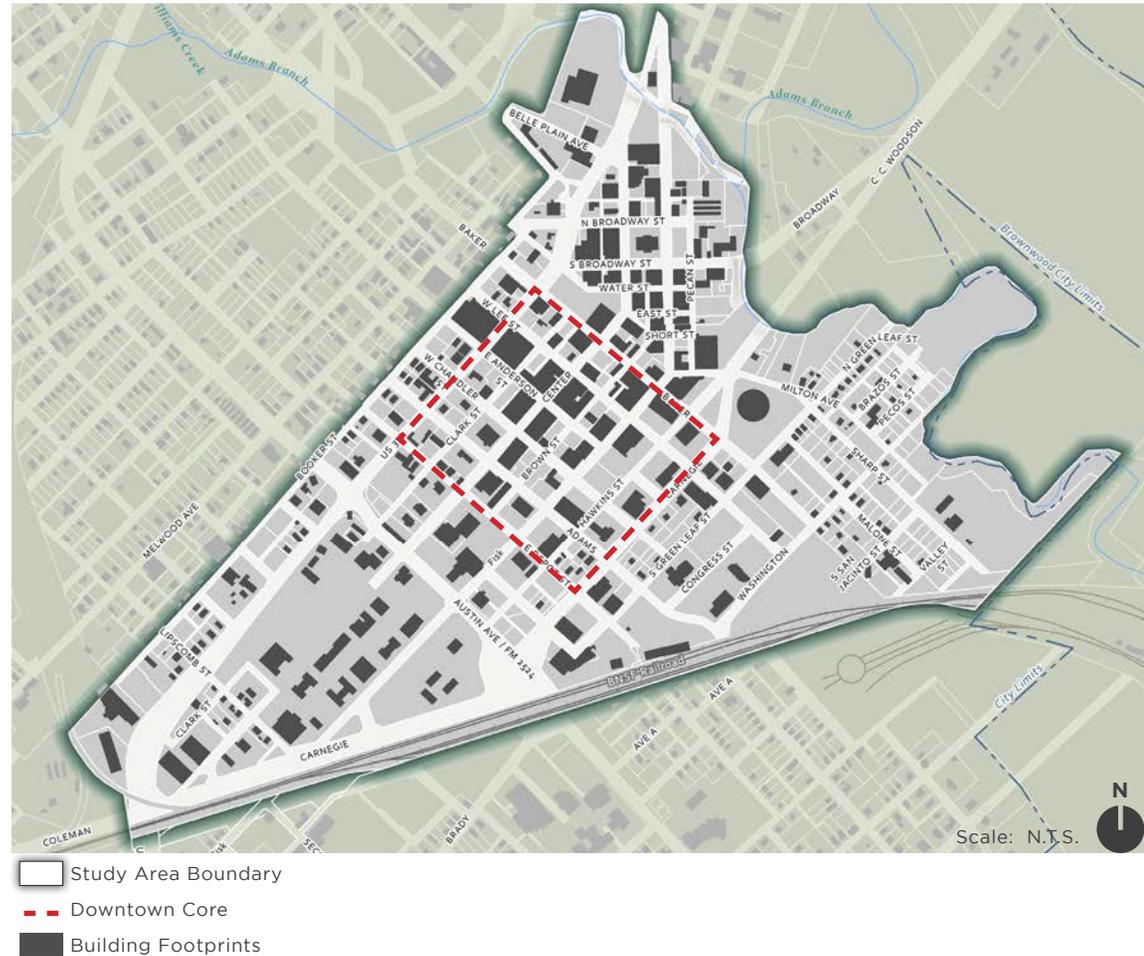
ANALYSIS MAPPING & DATA

Urban Building Form

This map shows the footprint of buildings within the study area. An ideal urban building form would cover the majority of a block along the street with pockets of non-developed land set aside for open space. This scenario is ideal because the buildings frame the street, maximize fiscal productivity and create a walkable environment when paired with a robust sidewalk network. This ideal building form is primarily met along Center Avenue in the central core of Downtown.

In contrast, most of the study area has limited urban building form. The present forms are predominantly single-use sites and the overall format of the existing development is structured around the car rather than the pedestrian. Parking lots and vacant land fill in the gaps between the built environment, resulting in a discontinuous development pattern in the core of Downtown Brownwood.

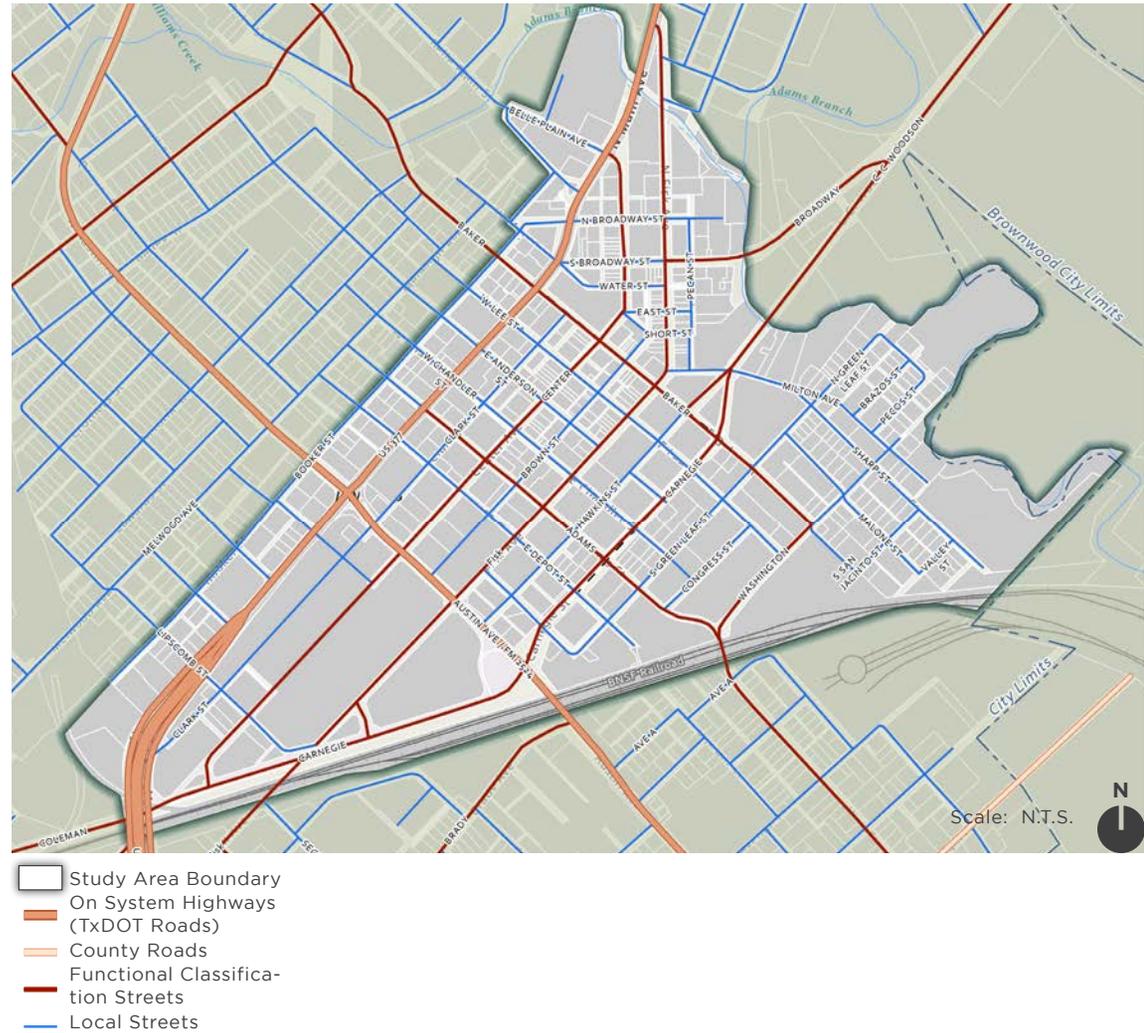
Map 30. Urban Building Form Map



Roadway Network

The roadway network frames how automobiles move around Downtown Brownwood. This map depicts the hierarchy of road types in the study area. Examining vehicular travel is essential to identifying issues in traffic as well as vehicular pedestrian conflicts.

Map 31. Roadway Network Map

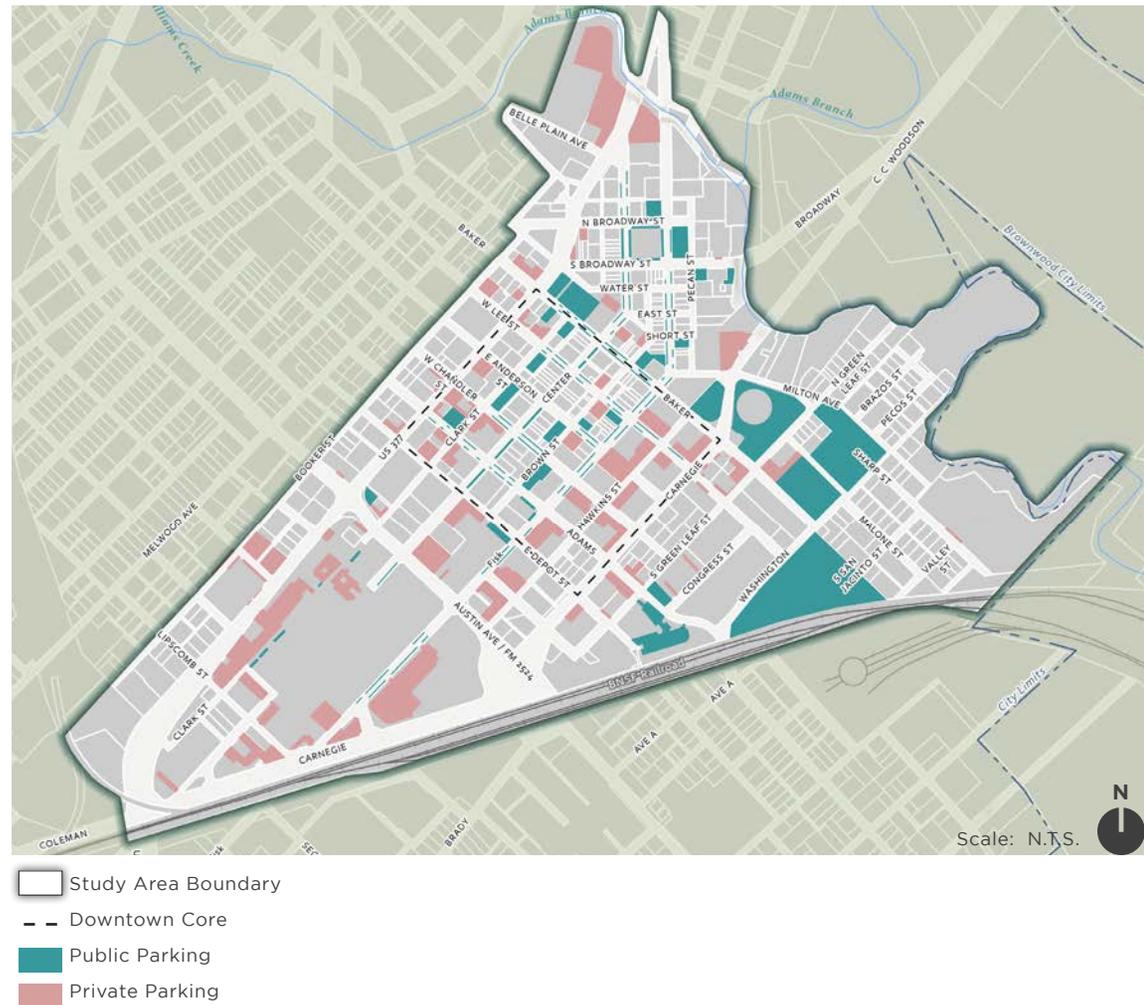


Parking

With downtowns in particular, there is often a perception that there is never enough parking. This perception can be misleading. A more accurate statement is “there is never enough parking right in front of where I want to go, but there is usually parking within a few blocks.” On the other hand, if there is truly not enough parking, Downtown has reached maximum capacity and is a bustling environment with people patronizing businesses from morning to evening. Often the root cause of parking issues stems from people not feeling safe, uninteresting routes or lack of shade.

The parking map depicts the amount of land dedicated to private and public parking in the core of Downtown. In a downtown setting, good urban form tends to locate parking on-street or toward the fringe of the core in communal lots/structures, emphasizing pedestrian space and activity. There is potential to add more on-street parking to encourage visitors to walk around Downtown. Likewise, there is tremendous potential to address perceived parking shortages through shared-use agreements with private parking facilities and thoughtful wayfinding.

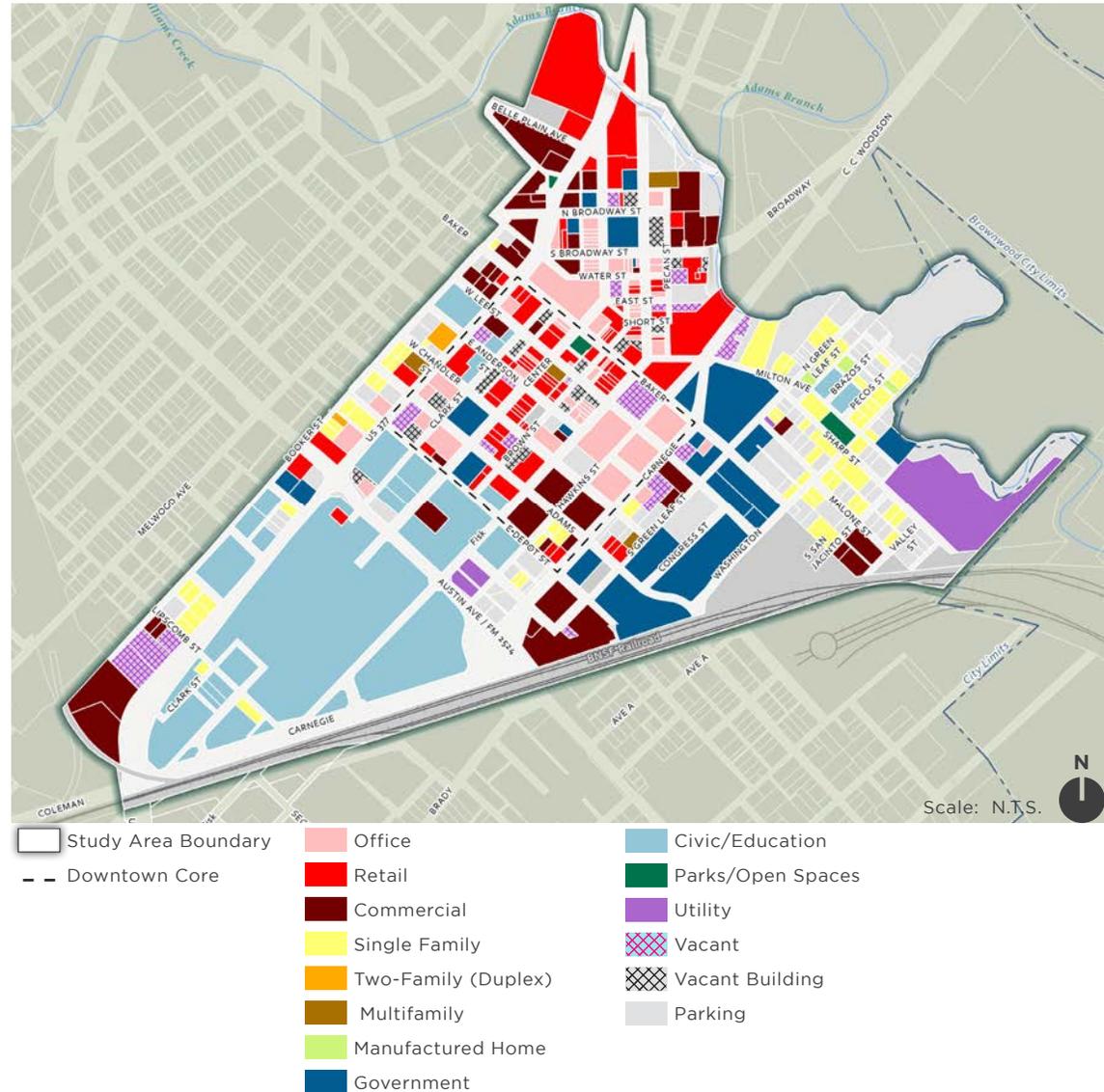
Map 32. Parking Map



Existing Land Use

This map depicts the existing land uses in the study area. The use of land is a critical ingredient in determining the way people live and work. There are two factors to consider when designating land use: how land is currently being used and how it could potentially be used in the future. In many cases, though not all, the existing active land use on a property will remain unchanged, though the owner may change. For undeveloped or vacant property, there are opportunities to shape the way land can be developed in the future.

Map 34. Existing Land Use Map



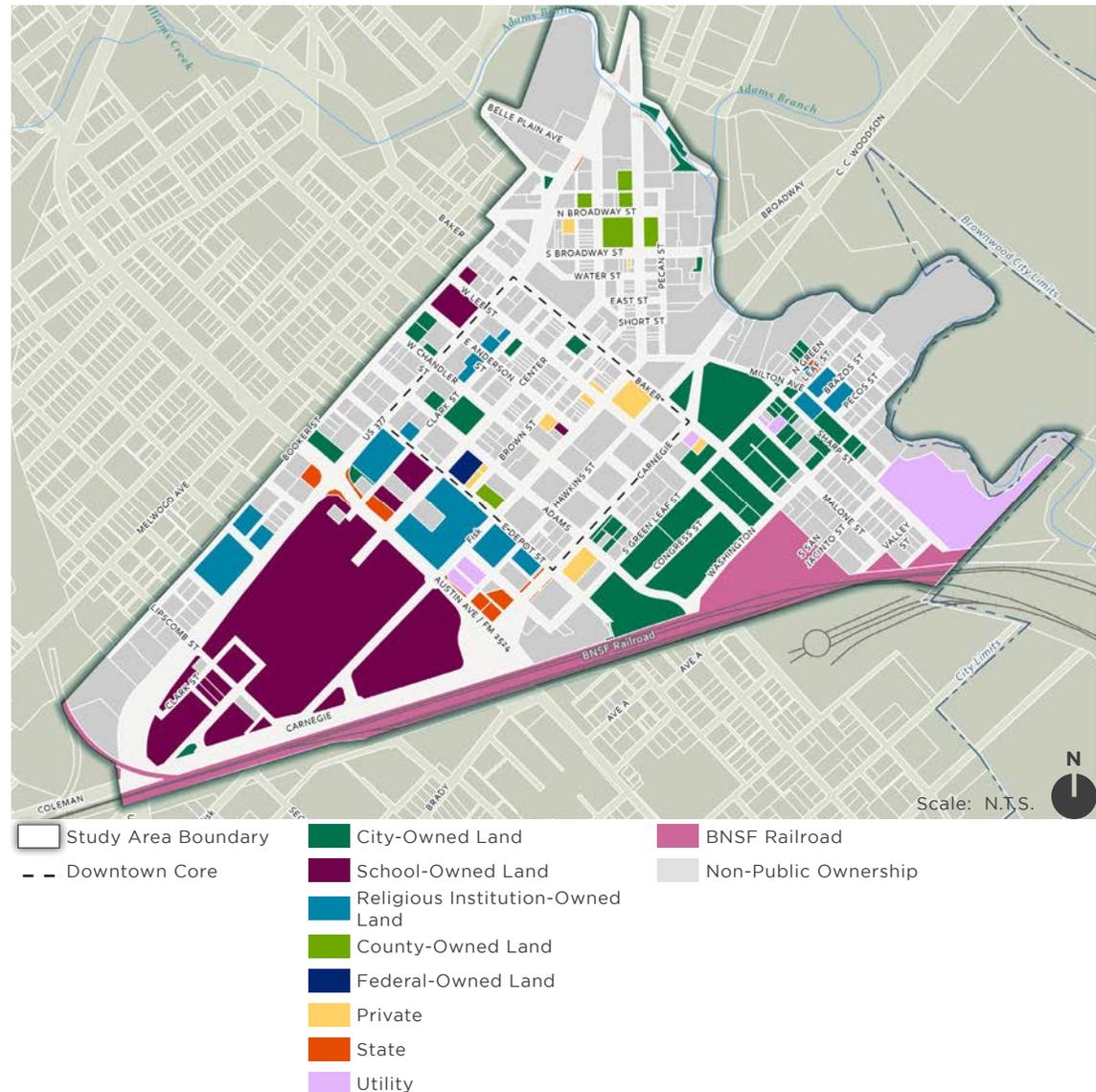
Public/Institutional Owned Land

Public facilities in downtowns are often activity generators. People visit City Hall to take care of permits and pay water bills. Libraries become a hub of activity for all ages. As the County seat, courts are full of people all day long, and police and fire stations interact with the public through safety preparedness, in addition to fighting fires and crime.

Schools and religious institutions are often filled at certain hours. If a partnership was created between the City, school, or religious institution, the parking lots at these facilities could serve the Downtown in other respects during non-peak times, such as a location for a farmers and artisans market or overflow parking for Downtown.

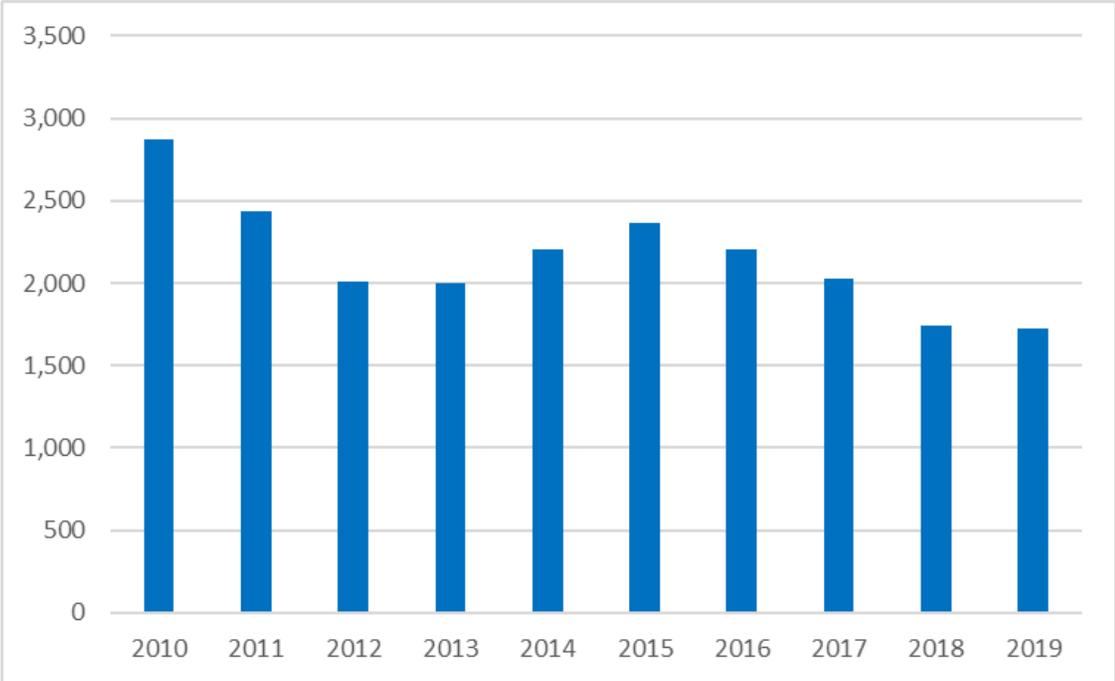
While these public facilities and institutions present opportunities, the large amount of land that is tax-exempt results in lower fiscal performance and challenges for the use of some types of financing tools to fund improvements.

Map 35. Public/Institutional Owned Land Map



EMPLOYMENT

Figure 8. Downtown Brownwood Employment



Source: U.S. Census Bureau OnTheMap LEHD

Figure 9. Jobs by NAICS Industry Sector (2019)

Sector	Downtown Brownwood		City of Brownwood	
	Jobs	Percentage	Jobs	Percentage
Agriculture, Forestry, Fishing and Hunting	2	0.1%	9	0.1%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	63	0.6%
Utilities	26	1.5%	104	1.1%
Construction	126	7.3%	468	4.8%
Manufacturing	50	2.9%	285	2.9%
Wholesale Trade	6	0.3%	337	3.4%
Retail Trade	95	5.5%	1,117	11.4%
Transportation and Warehousing	0	0.0%	297	3.0%
Information	55	3.2%	60	0.6%
Finance and Insurance	271	15.7%	348	3.5%
Real Estate and Rental and Leasing	15	0.9%	60	0.6%
Professional, Scientific, and Technical Services	85	4.9%	118	1.2%
Management of Companies and Enterprises	1	0.1%	19	0.2%
Administration & Support, Waste Management and Remediation	77	4.5%	346	3.5%
Educational Services	446	25.9%	1,290	13.1%
Health Care and Social Assistance	58	3.4%	2,907	29.6%
Arts, Entertainment, and Recreation	63	3.7%	82	0.8%
Accommodation and Food Services	79	4.6%	960	9.8%
Other Services	116	6.7%	235	2.4%
Public Administration	153	8.9%	721	7.3%
Total	2,823	100.0%	9,826	100.0%

Source: U.S. Census Bureau OnTheMap LEHD

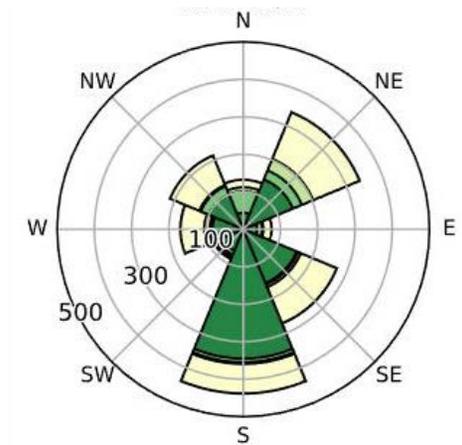
Figure 10. Downtown Brownwood Inflow/Outflow Job Counts (2019)

Workers	Count	Share
Employed in the Selection Area	1,724	100.0%
Employed in the Selection Area but Living Outside	1,705	98.9%
Employed and Living in the Selection Area	19	1.1%
Living in the Selection Area	284	100.0%
Living in the Selection Area but Employed Outside	265	93.3%
Living and Employed in the Selection Area	19	6.7%

Source: U.S. Census Bureau OnTheMap LEHD

Figure 11. Commuting Distances for Downtown Brownwood Workers (2019)

Job Counts by Distance/Direction in
2019 - All Workers



Jobs Counts by Distance
Work Census Block to Home Census Block

	2019	
	Count	Share
Total All Jobs	1,724	100.0%
Less than 10 miles	970	56.3%
10 to 24 miles	153	8.9%
25 to 50 miles	85	4.9%
Greater than 50 miles	1516	29.9%

Source: U.S. Census Bureau OnTheMap LEHD

TOURISM

Figure 12. Travel Activity in the City of Brownwood

Year	Total Direct Travel Spending	Total Direct Earnings	Total Direct Employment	Local Tax Receipts
2006	\$29,433,945	\$8,778,529	480	\$842,475
2007	\$29,738,487	\$8,694,103	460	\$821,361
2008	\$31,821,645	\$9,018,918	420	\$862,306
2009	\$29,544,949	\$9,491,976	410	\$893,665
2010	\$31,756,124	\$9,840,244	450	\$909,494
2011	\$33,567,605	\$10,077,601	440	\$928,887
2012	\$33,671,778	\$10,073,287	420	\$934,442
2013	\$35,382,883	\$10,663,599	450	\$993,609
2014	\$36,300,932	\$10,993,023	430	\$1,047,396
2015	\$35,429,201	\$11,552,123	440	\$1,103,968
2016	\$33,742,313	\$11,266,860	430	\$1,064,812
2017	\$35,431,390	\$11,851,444	460	\$1,175,265
2018	\$30,817,580	\$10,229,825	400	\$1,076,659
2019	\$29,515,579	\$10,132,584	380	\$1,072,041
2020	\$25,934,823	\$9,278,535	320	\$954,155
2021	\$33,454,739	\$10,658,400	340	\$1,299,936
2022	\$35,772,254	\$10,495,000	310	\$1,242,955

Source: State of Texas, Office of the Governor, Economic Development & Tourism

APPENDIX B:

ENGAGEMENT SUMMARIES

SUMMARY OF ENGAGEMENTS

1 COMMUNITY EVENT

2 ONLINE SURVEYS

5 STAKEHOLDER MEETINGS

**2 PUBLIC OPEN HOUSE
EVENTS**

**2 COUNCIL BRIEFINGS/DAC
MEETINGS**

**1 COUNCIL ADOPTION
MEETING**





CINCO DE MAYO FESTIVAL

The design team participated in the City’s booth at the community Cinco de Mayo festival held in Downtown Brownwood on May 6, 2023 from 1pm-7pm. The Downtown Plan section of the booth included both informational and interactive boards to collect input from festival-goers. Flyers were distributed to let people know about the Plan process and direct them to participate in the community survey available online. Design team members also had conversations with residents and visitors as they stopped by the booth. People’s desire to stop and chat or interact with the boards was likely impacted by the weather - very hot in the afternoon followed by storms in the early evening. Design team members also passed out flyers to the vendors participating in the event. All boards, event materials and flyers were available in English and Spanish.



Project information set up at the festival



Flyers directing community members to take the survey



Participation boards with feedback from the community

Description of Event Activities

Informational boards provided at the event included:

- Welcome board with QR code to the project website
- An overview of the Downtown Plan and process - what it is, the project schedule, why it's important and who is involved
- Preliminary analysis mapping for review and discussion

Interactive boards provided at the event included:

- Key themes and request for input related to Downtown assets, opportunities, what's missing, and if you could change one thing what would it be
- A vision board where people could write down or draw what they imagined for Downtown in 20 years
- A large study area map and blank space for identifying specific ideas and issues or noting general comments
- Dot exercises with visual preferences and priorities related to streetscape and public space improvements and future land use and development.

Summary of Event Feedback & Key Takeaways

Feedback and key takeaways from the event include:

- Opportunities exist in the form of vacant properties
- Desire for more engagement for kids - parks, playgrounds, skate park, etc.
- More places for lunch
- A way to celebrate more of the HPU adjacency
- Residential in the form of townhomes or mixed use buildings that cater to young professionals

- Ability to provide outdoor dining along the street
- Buildings with offices above retail
- Creation of an official "Cultural District"
- Unique lodging, including bringing the Brownwood Hotel back to life
- Concerts at the Event Center
- Sidewalk improvements are much needed throughout Downtown, lighting was specifically noted
- More green space and pocket parks, with seating and shade!
- Gateway(s) at Main Street to draw traffic from US 377
- Allow drinking and strolling
- Activation of alleyway spaces
- More eclectic artwork from local artists
- Open air and rooftop venues
- A convenience/corner store could cater to people living in Downtown and people with kids
- Density could be interesting around Pat Coursey - make it feel like the center
- Stuff for young adults (20-35 year olds) without kids
- Take it back to like it was in the 1930s/40s - lit up and active! Brownwood Online did an article that is a good resource for this history.
- Make sure code restrictions aren't getting in the way of doing cool things and bring Downtown back to life
- More boutique retail, like a pet store
- Updates to the regional airport - not Downtown specific, but could help get more tourism that supports Downtown businesses

STAKEHOLDER CONVERSATIONS

Brownwood Area Chamber of Commerce Meeting Summary

The planning team met with the Chamber board to help inform the plan, takeaways included:

- Improved walkability in Downtown for HPU students
- More mixed-use development
- More housing options in Downtown
- Improved crosswalks across Austin Avenue
- Need for public restrooms
- Improve storefront facades for vacant buildings
- Improved safety and lighting

Downtown Brownwood, Inc. (DBI) Meeting Summary

The planning team met with the DBI board to help inform the plan, takeaways included:

- Parking around the Courthouse can be challenging
- Leverage the burgeoning art scene in Downtown
- Improve entry signage and wayfinding to direct people to Downtown
- More events like sip and stroll
- Need for a parking garage
- Activation of vacant buildings

Downtown Building Owner Conversations

The planning team met with the owners of many of the iconic Downtown buildings. Those conversations are private, but their feedback is incorporated throughout the Plan.



PUBLIC OPEN HOUSE

The project team hosted a formal open house on the morning of August, 22, 2023 at the Lyric Theatre, specifically targeted at engaging members of Downtown Brownwood Inc (DBI). DBI membership consists of representatives for the various businesses in Downtown. At this meeting, Freese and Nichols presented an overview of the current phase of work, summary of the community feedback received to date, a draft vision statement and goals, and preliminary recommendations. Following the presentation, attendees were invited to provide feedback via a series of interactive boards and exercises. The project team was also available to discuss ideas and answer any questions about the project or preliminary recommendations that had been presented. A recording of the presentation was available on the project website for anyone to watch.

Description of Event Activities

The presentation covered the following information:

- Introduction to the project and team, for those who had not been involved up to this point
- Presentation of findings from the inventory and analysis work
- Summary of feedback received from the Cinco de Mayo event and community survey
- Presentation of draft vision statement and goals
- Presentation of the Downtown framework, character areas and preliminary opportunities

Interactive boards included the following:

- Identification of Key Projects
- Development Opportunities
- Draft Vision and Goals
- Proposed Character Areas



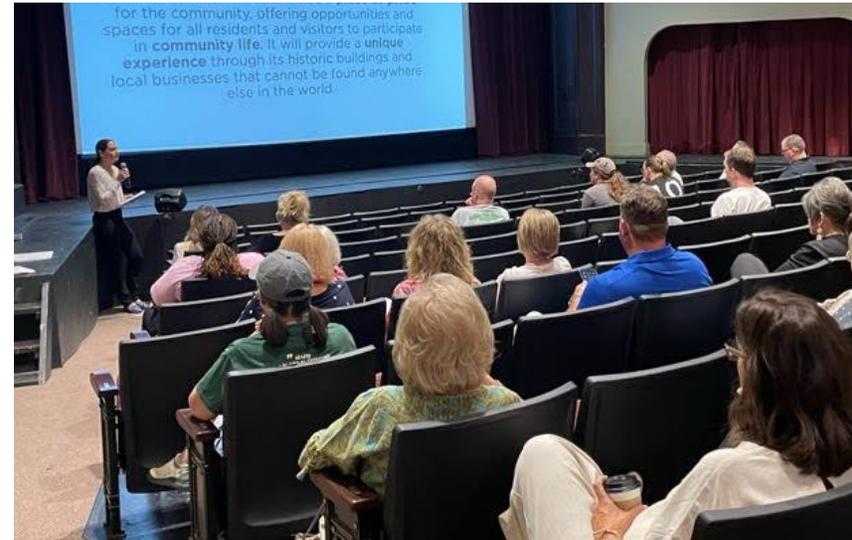
Project Team Presentation to DBI Membership



Meeting attendees

Historic District	Downtown Core	Transition Zone	Convention & Events District	Supporting Area
<ul style="list-style-type: none"> Mix of uses including office, retail, and restaurants Preserve Historical Elements Enhance the streetscape Encourage adaptive reuse and building improvements 	<ul style="list-style-type: none"> Emphasis on retail, restaurants, and entertainment Open space and streetscape improvements Support the redevelopment of historic buildings in the Core, including the Brownwood Hotel, the Montgomery Ward Building and Brownwood Manor. 	<ul style="list-style-type: none"> Connects the Downtown Core, Activity Centers, and Howard Payne University Contains gateway monuments into Downtown Provides a mix of auto-oriented development along US 377 and walkable streetscapes Open space and residential development opportunities 	<ul style="list-style-type: none"> Focused on connecting a mix of entertainment, event venues, and civic uses Prioritize Baker Street to better connect Downtown Core to C&E District Create a cohesive visual identity and walkable district with green corridors 	<ul style="list-style-type: none"> Buffer between Downtown and the rest of Brownwood Supports high-speed vehicular traffic along US 377 Opportunity for more boutique shopping and entertainment in certain neighborhoods Opportunity for greenbelt trail corridor along Creek

BROWNWOOD DOWNTOWN PLAN



Presentation to the community

DRAFT VISION STATEMENT

Downtown Brownwood will be a destination filled with opportunities and spaces for all residents and visitors to experience close-knit **community life**. Its distinctive charm emanates from the historic buildings and local businesses. Downtown Brownwood will cultivate a sense of community and belonging, making it a true **home** for all.

DRAFT GOALS

- Expand the range of activities to cater to all budgets and users seeking various ways to experience and enjoy Downtown.
- Support local, small and unique businesses in locating and staying in Downtown and generate an atmosphere that allows them to thrive.
- Facilitate growth in Downtown in such a way that contributes to existing synergies and strengthens its historic character.
- Invest in the public realm and open spaces so they reflect the community's pride and are in and of themselves a reason to visit Downtown.
- Address vacant buildings and underutilized lots to fill in the spaces between the major Downtown destinations.

What is your vision for Downtown Brownwood?
A vision statement should capture the community's collective aspiration for Downtown Brownwood.

What are your goals for Downtown Brownwood?
Goals are more specific strategies that help a community achieve their vision.

BROWNWOOD DOWNTOWN PLAN

A selection of the informational and participatory boards from the event.



Conversations with residents following the presentation

Downtown Brownwood Investing Exercise

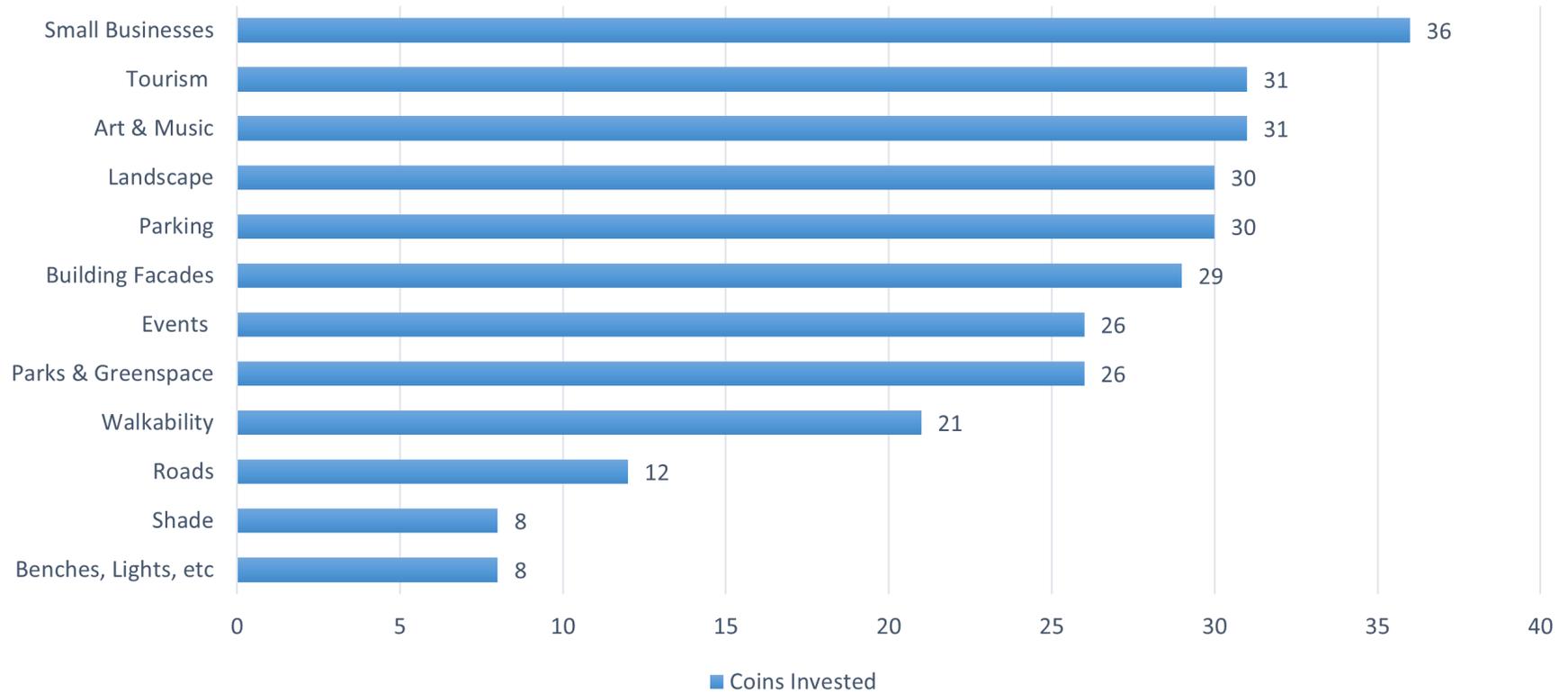


Figure 13. Results of the coin “investing” exercise.

Participants were given 10 coins and presented with a series of jars labeled with potential investments the City could make in Downtown. They were asked to distribute their coins however they would like to see investment made, they could put all 10 coins in one very important area or spread them out as they chose.



COMMUNITY SURVEY

A community survey was available online via the project website from May 1 to May 31, 2023. The survey was open to anyone and utilized online translation capabilities to allow it to be taken in a variety of languages. It was also usable both in desktop and mobile formats. Outreach regarding the availability of the survey was done via multiple channels, including flyers handed out at community events and City social media channels. The survey received 155 responses, see Figure 14. A summary of the responses received follows. The input from this survey, along with the feedback gathered and conversations had at the Cinco de Mayo event, will provide the design team with important baseline information and community priorities as the project progresses.

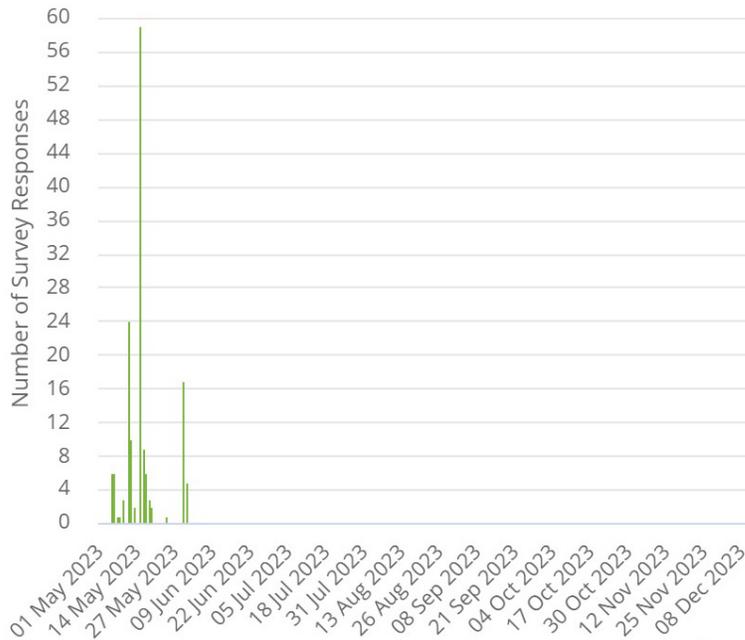


Figure 14. Number of survey responses by day. Spikes generally coincide with outreach efforts.

QUESTION 1 What is your age?

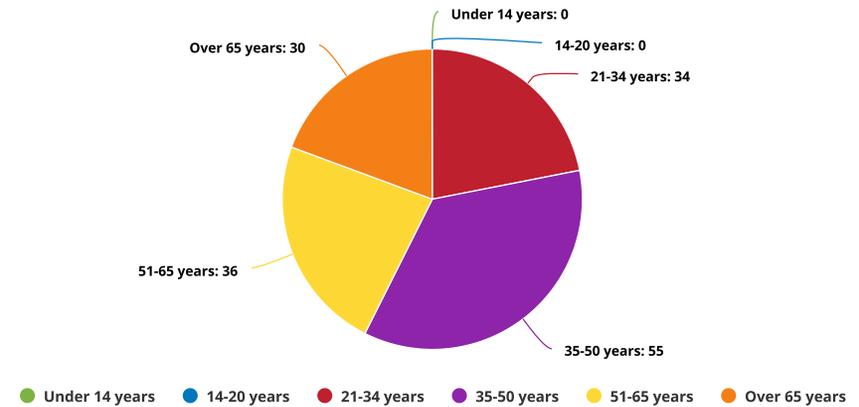


Figure 15. Breakdown of responses for Question 1.

The highest number of responses were received from mid-career aged adults, followed by nearly equal response rates from early-career, late-career, and retiree aged adult groups. There were no responses from those 20 years of age or younger, displaying a need to better engage the youth in later stages of the project.

QUESTION 2

Which best describes where you live?

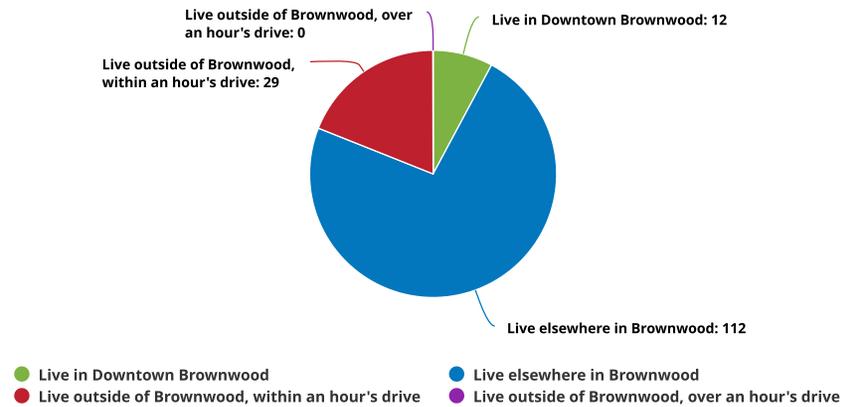


Figure 16. Breakdown of responses for Question 2.

80% of respondents lived within Brownwood. This includes a handful of people who actually live in the Downtown area. There were some responses from those who lived outside but near the City, and no responses from anyone who lived more than an hour away. This denotes the need to potentially better reach potential Downtown users from a wider geographical area.

QUESTION 3

How often do you go to Downtown Brownwood?

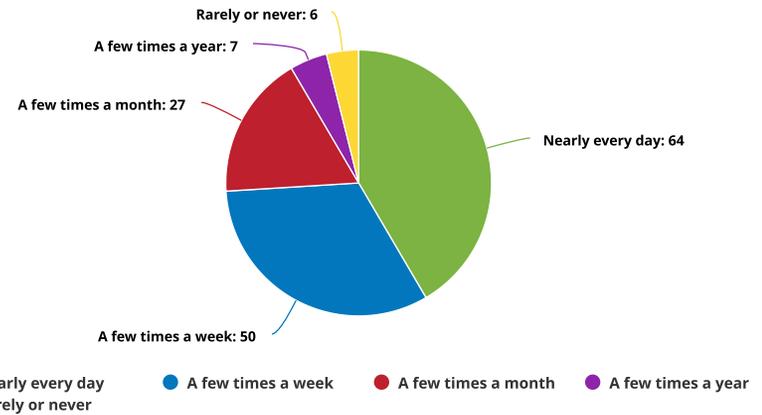


Figure 17. Breakdown of responses for Question 3.

The vast majority of respondents (74%) visit Downtown multiple times a week or nearly every day. This means the survey reached those that will be most impacted by the recommendations in this Plan. However, the responses from those who come to Downtown rarely, never, or only a few times a year are also important as they help the team understand what may need to change to attract more infrequent users.

Figure 20. Complete responses to Question 5

1	I mainly shop and eat. I've also visited the various adult beverage venues.
2	Eat at Steve's Market and Deli, Go to bookstore, Go to a play at The Lyric, Stone's Grove
3	Ice cream, Axe throwing, Lyric, Some events, Bookstore, Bakery
4	Shop when the stores are actually open
5	Work, eat out, drinks with friends
6	I work in Downtown Brownwood. I also frequent local restaurants and shops.
7	Go to the Lyric
8	Dinner, theater, shopping, drinks
9	Shop and eat. Occasionally get haircuts.
10	Lunch, Drinks with friends
11	Eat, shop, visit businesses
12	Shop, post office, bank
13	Work. Also go to dinner or drinks.
14	Have meetings, go out for drinks and/or dinner.
15	Work and eat
16	I work in downtown, as well as shop and visit local eateries
17	Eat, shop, hangout
18	Visit with friends at the bars/ tap house/pubs (whatever you want to call them) downtown, go out to eat
19	Place of employments, events, eat & drink, shopping
20	Mostly eat and shop, but we go to service providers like hvac repair, auto repair, etc., too.
21	Eat at restaurants and visit brewery's with friends

22	Our family likes to take walks downtown. We rarely shop downtown because we rarely drink. In my opinion Pat Coursey park is a great space but I would add things for children to do. They are our future. We need more things around town for children and teens. Many teens turn to crime and drugs due to the lack of entertainment around Brownwood. Public restrooms would be a great addition as well. Many people walk around downtown and have no place to use the restroom unless you go into a business
23	Shopping, Researching history at the Local History & Genealogy Library, Contacting individuals who have their office downtown. Visiting Brown County Museum of History & Lehnis Train Museum, Art Association shows.
24	Lucille and Mabel's, Pioneer Tap-house
25	Work, Shop & Entertainment
26	Shop eat drink explore the new area
27	shop, eat, title company
28	I own a building downtown
29	Shop, eat, drink. Attend festivals.
30	Shopping, restaurants, business development.
31	Whatever allows me to have quality time with family and friends
32	Shop or visit common grounds, Sometimes attend events
33	Food, theatre, boutique stores.
34	Work, shop, eat
35	A specific trip for something or meet someone
36	Shop, eat
37	Retail, post office, pay bills at City and Astound
38	Drinking and eating

Figure 20 cont'd. Complete responses to Question 5

39	Visit restaurants and bars.
40	Consignement shop, eat, and get a sweet treat.
41	Shop, eat, and work
42	Shopping or events. I mostly search for somewhere to park my large truck. I usually fail finding somewhere close to where I need to be so I leave.
43	Shopping as available and dining.
44	Shop
45	Drinks, Massage, Shopping
46	Eat and drink, sometimes lunch sometimes dinner.
47	Attend the Lyric Theatre, Shop at the Book store, Shop at Brownwood Music Store, Visit the Museum, Go to the Emporium, Attend Activities
48	Work, lunch, dessert, date night (not a bar person), book store, shopping
49	Go shopping, eat dinner, get ice cream.
50	Go to Shaw's Marketplace, go to Pioneer Taphouse, eat at Lucille and Mabel.
51	eat and work
52	Eat, drink
53	1. Work, 2. Drinking, 3. Dinner
54	Eat, play at the park, shop
55	Visit retail establishments or city Hall
56	Eat!
57	Shop, Mail, Courthouse, Insurance, Attorney
58	Shopping, errands and eating.
59	Errands, occasional shopping.
60	Eating out, shopping, theater
61	Eat and drink

62	Visit St. John's. Also, meeting friends at various establishments for drinks and food. I would also love to see some more antique shops located downtown.
63	Eat, shop, drink
64	Work, shop, walk
65	Work
66	There is nothing to do in downtown if you don't drink. The ice cream shop is great but not much else.
67	Go to the post office, where it is impossible to see if cars are coming when you back out...
68	Shop, mail, courthouse insurance, attorneys
69	Shop
70	Visit local shops like Over the Rainbow and Haute Glam Salon. Twisted Axes is always fun, as well as exploring other businesses. Mantiques is neat, Steve's has the best sandwich I've ever had, and Intermission is an incredible cultural addition to my home.
71	Go to the Intermission Bookshop, and Tres Leches.
72	Dining out.
73	Special events
74	Stop and visit 10 mile, and stone grove. some of the restaurants that are open
75	Mostly eat, bookshop
76	Ice cream shop, walk around town, window shop.
77	Eat,shop, drink, smoke

Figure 20 cont'd. Complete responses to Question 5

78	Eat, maybe a little shopping, music venues. I'm a little embarrassed when we take friends and family as the sidewalks and streets have so many tall weeds growing everywhere on the streets, sidewalks a curbs. We pay enough taxes to choke a horse. I just don't understand why we can't keep a town up any better than we do.
79	Eat & shop
80	work and shop
81	Brownwood Art Association art gallery
82	Visit bars, newly opened candy store, eat, and activities that are scheduled
83	Library, bookstore, gym
84	Eat, Socialize, Business, occasionally shop
85	Eat, shop
86	I work downtown. I also shop, drink, and dine downtown. I am usually riding my bicycle.
87	My husband and I visit our local pubs and shops when the occasion arises. We also try to attend events with the exception of those held at the train station, they tend to be too expensive.
88	Eat, shop etc
89	Get license tags, pay property taxes, go to the post office, and eat at a restaurant.
90	Shopping, paying bills, and traveling through to reach other parts of the city.
91	Visit the bars and shop and eat at Shaw's
92	Shop local support the local owners! Enjoy the time in brownwood
93	Mostly I am doing Business at Trans Texas Tire, the courthouse, or Post Office, though I did stop in Teddy's maybe once a month on an evening when they were open.

94	Shop, walks, dine & drink, work, bank, gym
95	I work downtown and I also like visiting local bars and restaurants occasionally.
96	Drink beer. Eat expensive meals.
97	Festivals, visit breweries
98	Shop and eat
99	Business
100	Eat or drink. Shop. Use services like post office, courthouse or businesses.
101	Keep driving through it, it caters to the rich. A bunch of sandwich places that buy the meat at Walmart and mark the price sky high.
102	post office or a massage
103	Books, bank, Shopping, eating, theater
104	Shop , Dine & consume adult beverages.
105	Shop, eat, drink, browse
106	Pass through to get to a different part of town
107	Live music. Food. Occasional shopping.
108	Night Life on the weekends. I enjoy making the rounds at Tenmile Productions, The Turtle, and Stones Grove. Also enjoy happy hour during the week at The Crazy Lemon. Also enjoy The Artisan Market on the weekends, and just walking around.
109	I go to the library. I sometimes go to the Massage School. I visit the Post Office a few times a year. I go to the Urban Roots and sometimes go to go out to eat. Occasionally I go to the shops along Central.
110	Run, the consignment shop, the theater, bookstore, and sometimes out with friends.
111	Mainly driving through

Figure 20 cont'd. Complete responses to Question 5

112	Visit the library, shop for clothes, shoes, gifts, and dine out.
113	Shop, eat, and business
114	Library, Intermission, Taphouse, Steves', ...
115	Run errands, have lunch
116	Shop at Shaw's or Intermission. Eat at one of the nicer restaurants or grab ice cream at Over the Rainbow.
117	Eat, shopping, drink, attend the Lyric, work
118	Shop, Attend the Lyric, work
119	Shopping
120	Consignment clothing shopping, antique shopping, ice cream store, Lyric Theater
121	Pick up office supplies, repair jewelry, drop off clothing for resale, or Lyric
122	Walk downtown to partake of food and retailers
123	Eat Filipino food
124	Eat, shop, donate to Good Samaritan, occasional Lyric productions or downtown festivals.
125	We usually go for walks, snow cones, events etc..
126	Work usually, shop at various places.
127	Work
128	Business, working with downtown offices. Visit restaurants and bars.
129	Eat,shop,drink
130	Shop and relax
131	Walk around, take pictures, go eat.
132	I like to enjoy good food and drink with my family and friends. I like to shop as well.
133	Dinner and drinks! Shopping for the house. We love the Turtle & Saturdays!

134	I work in Downtown.
135	Eat and shop
136	I enjoy the live music options and the variety of different interests available
137	"Dine Shop Walk The Riverside Park I can Park and Walk to several places in one afternoon"
138	Walk around, get ice cream, get drinks, go shopping
139	Tap house, bookstore, Shaws, twisted axes
140	Eat and shop
141	"Get a snowcone or ice cream. Have lunch at the picnic tables. Go for a walk. "

QUESTION 6
What do you love about Downtown Brownwood?

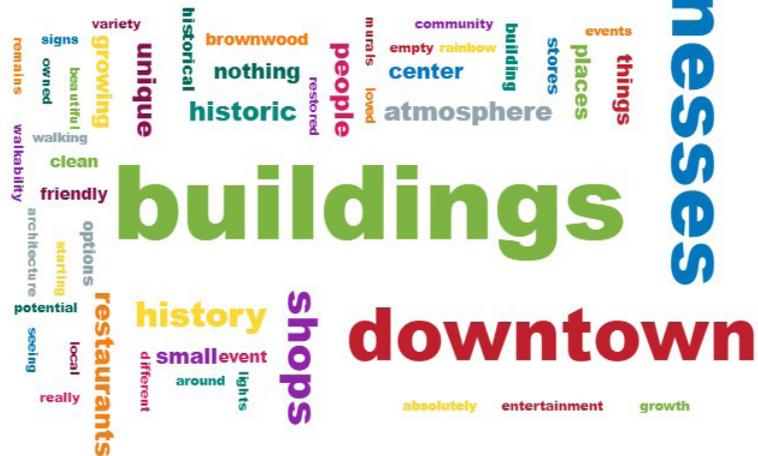


Figure 21. Word cloud generated from responses to Question 6.

People love the historic buildings and unique/local/small businesses in Downtown. This indicates clear direction that the City should focus on preservation and restoration as well as utilizing Downtown to foster and support local entrepreneurship. There are also many comments about the compactness, walkability and general atmosphere in Downtown, which points to continued focus on investing in the public realm. Locals are recognizing the revitalization that is happening and are eager for more. The trick will be to balance new offerings with the preservation of character and ensuring the compactness and ambiance of Downtown remains as the area grows, both upwards and outwards. Full responses to this question are provided in the table on the following pages, exactly as they were received (no edits have been made).

Figure 22. Complete responses to Question 6.

1	Love the shopping and places to eat in downtown. I also love the easy accessibility of everything
2	It's growing lots of choices
3	The diversity of the things available now.
4	The mom & pop stores
5	Unique small businesses
6	The community of people that we have!
7	The closeness of the stores. The park, and the beautiful buildings.
8	It's alive after dark. It used to shut down.
9	The different things to do.
10	That the uniqueness of the buildings is being preserved while making them safe.
11	Convenient, Atmosphere
12	It is growing and the downtown businesses all support each other.
13	The resurgence of businesses downtown
14	So much potential, it needs more than just alcohol
15	Some of the upgrades
16	That it is growing
17	Love the growth we have had so far.
18	new businesses, local investment / entrepreneurship, unique offerings
19	Everything is within walking distance and the sidewalks are in very good shape.
20	The locally owned theme. I love seeing locals succeed and bring their ideas to fruition.
21	The historical buildings.

Figure 22 cont'd. Complete responses to Question 6

22	I've lived here all my life so I like to see the old buildings (Post Office etc) taken care of and not razed. So happy to see the metal facings on the buildings removed. I like the plantings in front of the businesses & green spaces. I like to pull up parking.
23	Compact and easier to get around on foot, cane or walker.
24	Restaurants
25	History, opportunities
26	It's History and the new vitality
27	it has an actual downturn unlike some of the other small towns that are essentially just a square.
28	The environment is wonderful. So many new businesses and the people are so kind.
29	I love that entrepreneurs are taking the risk associated with business ownership and choosing Brownwood and specifically downtown. I love that it is starting to feel less like a ghost town of the 40s and 50s and more like a slow resurrection of life. I love when authors come to town, when educational events are held.
30	All the new places, restaurants, bars, coffee shops, etc
31	The unique shops and restaurants Looking forward to the event center
32	The atmosphere and sense of potential. The history and the many entrepreneurs.
33	Love that it is trying to improve and grow.
34	Not a lot seems old run down and off the beaten path
35	Different things to do
36	The historic architecture or what remains of it.
37	Food

38	The collaborative and friendly service of the merchants.
39	The streets are clean and cared for.
40	We have loved how it seems to be coming back to life.
41	It used to have businesses owned by friendly people. I like the downtown atmosphere it used to have.
42	Walkability and we have attended a few of the downtown social events which are enjoyable.
43	The new eateries, new shops, warm atmosphere of our small city.
44	How nice it is looking
45	Options for drinking and food establishments
46	Nostalgic Feelings from the 70's Family Atmosphere Easy parking and nice sidewalks and decorations. Nice shops and owners.
47	The ambiance of the area walking from the dinner to over the rainbow ice cream, then ax throwing to end the night
48	Shaw's Marketplace, Steves', Intermission Bookshop, Over the Rainbow, old architecture
49	The recent growth downtown. Excited for the future with the new event center. Need to connect route from event center to downtown
50	that the older building are being brought back to the original (or as close as can be) looks. That we are seeing more new businesses in the downtown area.
51	New restaurants and bars
52	I love that the buildings are all still original construction. I love that it's almost all small businesses.

Figure 22 cont'd. Complete responses to Question 6

53	Baked Artisan Goods, Over the Rainbow, Intermission, Park across from Krischke CPA, Brownwood Fitness Center, Lucille and Mables, Tres Leches, Grazed and Confused, and Shaws/Fuzzys, and we LOVED Teddy's before it closed
54	Old structures
55	Dining choices and walking distance from one another
56	Safe Celebrations
57	Love to eat out with my wife.
58	The revitalization while maintaining the historical features
59	It's growing
60	The atmosphere, seeing the historic buildings, the ability to walk around and browse which you can't do anywhere else in town.
61	Friendly local businesses
62	Lots of fun and unique independent businesses. I love the opportunity to support locally owned businesses.
63	The history
64	The old buildings
65	Music festivals, shops.
66	It's pretty
67	The variety of stores and vibrant aesthetic it's created over the past decade.
68	The additions of the little shops
69	Food options.
70	Historic buildings
71	well the southern hospitality
72	The feel of how things look now.
73	How far it's come. The future possibilities!

74	Young & middle age people starting their dream
75	The history and beautiful buildings
76	All the improvements they have made.
77	The art gallery
78	The new businesses, and really loved the Cinco de Mayo celebration
79	Easy to park and access businesses
80	Love the old buildings and what took place historically in the downtown over the years.
81	That it looks so much better these days. Has come alive.
82	Historical buildings, the Depot Plaza, and the very few trees and patches of grass elsewhere downtown. The Library. Murals.
83	I love the use of our historic buildings. Also, attending any events held downtown really adds a sense of community.
84	It's growing and accommodating to younger ppl
85	I love the feel of the town. I love the water towers that day, "Feels like Home". I love the slower pace of the town.
86	Absolutely nothing.
87	Unique atmosphere, clean streets, ease of walkability, numerous benches and trash cans
88	How beautiful downtown is
89	The growth
90	I love all the murals the most.
91	Beer.
92	Closeness of the breweries and some stores/restaurants.
93	I love the new food places and the murals.
94	I like the new lighted street signs.

Figure 22 cont'd. Complete responses to Question 6

95	The increase in entertainment and food/drink options.
96	Nothing - it's a joke. Is anyone even playing pickleball yet? Waste of money and another fad for the rich. We could have used those shades when all of us were playing tennis.
97	No housing. There is plenty of housing being constructed in South Brownwood.
98	We have one! With shops, restaurants and entertainment!
99	There's starting to be more activities & places open to goto.
100	Character
101	Absolutely nothing. The city fathers like Robert porter and mayor Haynes have ensured that brownwood's downtown area remains a dump. And can't forget Terry McDonald. They've bought empty buildings and done nothing to improve them.
102	Love the rejuvenation of businesses.
103	Love the options for food and drink. Also it's very clean and well developed without feeling gentrified. I also really love our museum of history and the old jail building, which is an iconic Brownwood building.
104	I love how people are working on opening shops and bringing vitality back to our community. I love the old buildings and it is exciting to see some of them being restored.
105	Lights
106	Not much, too many empty buildings in need of repair
107	small, friendly, no chain stores, unique and authentic, easy to navigate
108	It is kept clean

109	Boy does it seem to be flowering, eh? I'd Love to become a hill country destination site. Teddy's and Primal leaving aren't great in that direction. And Jeff's (probable) pause on the hotel is another bummer. But things seem on the up and up. So the answer is "bustling progress".
110	The fresh energy
111	The newer shops, bookstore, The Turtle, Pioneer Tap House, and Lucille and Mabel.
112	History, different places
113	The historic buildings, New signs, LOVE the holiday lights and decor
114	All the old empty buildings being restored into cute businesses
115	The Lyric Theater (entertainment)
116	History. Potential.
117	Nothing
118	Locally-owned businesses. And many of them try to preserve the building's character. I like taking out-of-town friends and family downtown now, and that wasn't always the case.
119	I love the old buildings and the new lights/ signs
120	Variety
121	Building the event center
122	Bringing the old buildings back to life
123	The new establishments coming in
124	It's pretty chill and not too hectic.
125	The Historical Character, Walk ability, Love the Lyric Love the Murals, Love that there is now a night life downtown
126	The charming, walkable historic buildings. Restoring rather than tearing down.

Figure 24. Complete responses to Question 7.

1	Maybe more parking if possible but that's the only thing I can think of and it doesn't stop me now from visiting	20	Better flow of business I, adequate parking for sure.
2	More restoration of buildings	21	Broader selection of businesses and things to do while downtown. How cool would it be to have a small park downtown for children along with small interactive activities scattered downtown.
3	Stores closer together & events not so spread out	22	Parking is needed & the owners of the old Wards building across from the Post office need to either sell it or remodel it or at least make the front presentable. They have been promising a redo for years. Its an eyesore. I like the look of awnings over the sidewalks in front of businesses.
4	Relocation of Manor residents	23	Better parking.
5	Less office spaces and more spaces for retail and restaurants.	24	Parking improvements
6	Need more variety of stores, more affordable clothing stores, and definitely a good affordably priced shoe store!	25	Sidewalks, trash dumpster locations
7	Keep growing, more stores, a shoe store, a coffee/ dessert open in the evenings.	26	More electric for big events
8	More family friendly activities that don't cost money.	27	more shopping
9	Not a huge fan of the parking on Center but understand the reasoning	28	clean it up. give incentive for owners to clean the exterior of the buildings up for starters. need a greenspace and more walking opportunities. need something to draw people to Brownwood. What do we offer? What can we be know for as a destination. now we have outdoor stages what will we build around that and why will people drive 1-2 hours to come hang out?
10	Parking	29	I wish we had more tourism. As a business owner downtown, I wish we had more people from out of town that could come in and see what we are doing as whole down here. I also wish we had more retail space and PERMANENT PUBLIC RESTROOMS. This in itself would keep so many business owners happy.
11	Fill empty buildings	30	Parking availability and Brownwood Manor.
12	Needs more parking.	31	More green areas and shades
13	Add more parking	32	The parking
14	We need more places to eat and better shops for all ages.		
15	Update outside of buildings to bring modern feel instead of repainting		
16	Continue adding diversity in retail		
17	Maybe more family friendly activities		
18	Improve lighting and street scaping, invest in aesthetics, beautification efforts, and connect event center project to downtown once it is open. Having housing options / townhomes		
19	Perhaps more signage directing people to eateries, attractions (murals), or stores. People new to the area, they may not know their directions to attractions.		

Figure 24 cont'd. Complete responses to Question 7

33	The daily foot traffic that ensures business needs to be ramped up. More businesses (non shop front) that would bring a lunch time activity in restaurants and coffee shops as well as more loft style apartments would ensure a more regular flow of people.	43	Later hours for local business at least on late week evenings and weekends. Casual dining options are needed to increase daytime traffic downtown. Perhaps a food truck area and sorry if one already exists, but i have not seen.
34	Improve parking. The parking on the streets makes it dangerous to pull out from a side street. You can't see cars coming especially when trucks are parked by the pull out.	44	We need more shopping areas, more events and celebrations to draw the community as well as outsiders to our beautiful city. Music is a big factor, everyone loves music, it just puts you in a good shopping mood.
35	Clean it up focus on one area downtown is referred to as everything from the lyric to Fuzzy's. While they are technically downtown I am not going to walk the distance with nothing between them to do.	45	Put in more places to eat ex; Steak, Seafood
36	More places to eat, some buildings need a facelift	46	Bring in more shopping and living options
37	More preservation of old architecture, more shopping instead of restaurants, more artwork, include more fountains, more parking	47	I wish the loud pushing of LGBTQ activities and even the planned drag show last year, would stop. Why can't we just have businesses to do commerce without their owners talking about their sex life. We like to do business with nice, pleasant people who talk and espouse great ideas for our community and people who sell great services and products without telling us who they sleep with.
38	Affordable shops	48	More activities to hang out with family (kids)
39	Continue to invest in beautification, landscaping, and new sidewalks and streets. Keep the pedestrian in mind.	49	There are so many empty buildings, we need to fix some sidewalks and curbs which can be really uneven when walking, there are areas where there is so much bird or bat poop that is smells horrible. It would be cool to put up more historical information about individual buildings.
40	I believe it's the 300 block building that's filled with sick people, everytime you walk by the building it is dangerous and smells like drugs are in use. I would relocate them and completely redo the inside as I'm sure it's disgusting. Also the empty buildings, we need entertainment downtown as well for the kids. Maybe an arcade or a MR. Gattis,etc. Since this downtown area was created for you to park and essentially walk around fans with misters would be amazing.	50	Have BMDD buy hotel and work with investors and grants to get it completed. Also, would develop more retail around courthouse and come up with parking enforcement around courthouse. There is plenty of spaces if courthouse employees mandated to use lot across the street.
41	We need more family friendly entertainment for families with children.	51	more night life. Things for children to do downtown.
42	Free public off street parking! With my long bed truck I cannot park in head in parking.	52	Fill empty storefronts/buildings

Figure 24 cont'd. Complete responses to Question 7

53	I'd like to see all the remaining empty buildings filled in. I'd like to see the old hotel renovated. I'd like to see some of the empty buildings turned into residential spaces so it's all more walkable.
54	More family friendly activities
55	More vegetation, shrubs and trees
56	More shopping and entertainment.
57	Please trim trees on bridge by Humphrey Pete's so we can see the water when it's flowing!
58	N/A
59	I would change how many bars are opening downtown. I would prefer an area that is within walking distance from the Christian university to be more appealing to Christian students.
60	Bring some life back into the empty buildings
61	Center street looks great, need to stick with that theme and improve the other streets, sidewalks and store fronts. Additional parking near Baker between Center and Fisk, tear down a vacant building if needed, refurb or tear down the old hotel. Remove the dumpsters from the sidewalks.
62	I would love to see more greenery and a few more places that are open during weekdays.
63	Get something going in all the empty buildings that adds to our community. Concert venue?
64	More parking, bigger library. This is personal, but I'd prefer less of a focus on liquor.
65	Have every building have a business or tenant. Use the space of the historic buildings.
66	Make it more family oriented
67	The parking at the post office. It is very dangerous

68	Add a local market where people sell their goods, fresh vegetables, fresh fruits, and where local entertainers can perform. Add variety of food shops where people can eat and enjoy the day or night with families. Also give areas where HPU students can work and spend time enjoying downtown.
69	More kid stuff.
70	More activities for young adults. I'm satisfied, but when I see influencers videos on TikTok, Instagram, etc, the comments are all the same. More things to do are always welcome.
71	We need places to shop. Like Target, Academy, Kohls, etc.
72	Renovating empty spaces, more things to do in evening
73	there is way too much places that serve adult drink's, it would be nice to see more oriented places and sometimes that is nice and all, but I would like to see variety! Brownwood doesn't have much to offer and you have drive for Miles to have fun. we need more entertainment, I would love to see more festivals such as during pecan season, Brownwood should have pecan festival and during the spring we should have flower festival catering to people who love gardening
74	Just need to create more parking, there are many large lots that can be a possibility, and folks are getting use to walking several blocks.
75	More nightlife that stays open past 9 pm
76	Parking
77	The landscape. Like I said before the streets and sidewalks and curbs are a mess. All over Brownwood for that matter. It's like no o one cares about this town or the surrounding areas.
78	More variety of restaurants and shopping

Figure 24 cont'd. Complete responses to Question 7

79	We need more eating places.
80	Have options of places to do things throughout the week.
81	Bring in more businesses
82	Signage perpendicular to street
83	Clean up abandoned and dilapidated properties.
84	Can't think of anything
85	More trees and green spaces. Green stormwater infrastructure (rain gardens, bioswales, permeable pavement) to make good use of the heavy rains and storms to water the plants and reduce flood risk.
86	I get the impression that it is difficult for local businesses to have locations in the downtown area due to rent or permit acceptance. I think it's vital for our community to be self reliant. In order to encourage that self reliance, we need local businesses. In order to support our local businesses I would set up a way to encourage an environment that would strengthen their success. This would not only support our community spending locally but to bring businesses that would attract consumers from outside our area. I would love to be able to just walk, have a variety of shops to visit, a variety of options for lunch or snacks, and a few places to provide entertainment that doesn't include a bar. Don't get me wrong, we love our local pubs but it would be nice if there was more to do than drink on Friday and church on Sunday.
87	More ethnic stores and restaurants. More clothing stores and shoe stores for ppl of color, younger ppl. Festivals for more ethnic groups than Cinco de Mayo
88	Restore older buildings.
89	Everything. Starting with the rejects in city hall.

90	More transit and shuttle options especially on the weekend evenings
91	I would like to see a new locally owned coffee shop that has spots for college students to study.
92	Parking is terrible, especially on Center, and the one way parking on Center makes for a traffic nightmare most days.
93	I would like to see more of a cohesive feel. Some of the business or buildings do not seem to go with the current vision.
94	There's a lot of growth happening but there are still several big buildings and properties just sitting and rotting. I'd like to see more businesses opening or people living in those locations.
95	More open shops in evening.
96	More variety in restaurants and stores, more family friendly spots that are open more often.
97	Vacant buildings
98	The narrow street on center. It's a disaster to get out of a parking spot by post office.
99	More of what has been growing. More business and housing options. Hotel downtown.
100	You need to fix the roads before you fix downtown. You seriously need to teach the guys who work for City of Brownwood how to fix a road instead of just patching it.
101	Corporate offices
102	More shops. Parking availability. Need a shoe store, coffee shop, bakery/dessert location, pinball arcade, reasonable women and men clothing, LARGER-library, children play area,
103	Bring more businesses in like the ones opening up there.

Figure 24 cont'd. Complete responses to Question 7

104	Improve signage to find focal points, restrooms, benches. Preserve the buildings. Improve parking
105	First, I would change the mayor and city council. I would raise taxes on all the loan places that infest downtown. Run them out and get end location businesses. Give local businesses tax incentives. Not Walmart and the big box stores that have wrecked small business
106	Greater variety of businesses and entertainment options.
107	I'd like to see some more diverse culinary options. Also a movie theater, maybe in the Alamo Drafthouse format would cool.
108	I would love to see Brownwood Library and the Genealogy Library be combined into one unit and for the library as a whole to have room to expand and grow.
109	Center Avenue, surprised nobody has had an accident on that street.
110	move rehab center out of downtown, more outdoor dining experiences, more music
111	The parking!
112	The library doesn't seem to get much support from the city/county/area. That's a crime in my book. I'd try to stop all the businesses from embargoing Mondays for crying out loud. It'd create jobs and everything if they'd stop colluding on that. (If they do, I should write...)
113	Would love to see an upscale/full scale hotel. More restaurants, men clothing store, a place where men can shop for executive wear to casual.

114	Less rundown buildings in between the good ones. Fewer bar scenes and more family-friendly places. A good coffee shop in the downtown area. An area with a clean, simple playground with nice benches. Something small where rundown buildings sit.
115	Signage, weekend lighting streets More dining/shopping
116	More boutique shopping and (affordable) dining
117	Less alcohol environment and more free live entertainment with dining options.
118	Parking availability. Not so much alcohol.
119	Hours the stores are open. Diversity of options.
120	Parking garage
121	Fewer businesses focused on alcohol.
122	A bigger variety of businesses and activities that are free to the public. One thing that needs implemented are a few public restrooms, interactive activities for kids to do, possibly even a splash pad as well. There are lots of families within a mile or two from downtown that have children and the closest Splash Pads to us living downtown are by Northwest school or East elementary. One thing I ask of anyone involved is to bring something that will be unique to Brownwood.
123	We need more parking
124	Too many bars with nothing else to do
125	There needs to be more activities for kids like an arcade
126	More places to eat or to just hang out inside and play games (video or board games). Not necessarily with alcohol involved (maybe something like smoothies/coffee) ((there are already a lot of places to get alcohol)). no more alcohol places pleeeeASE.

Figure 26. Complete responses to Question 8.

1	None
2	Movie theater More shops w fresh veggies and fruit
3	Something to do beside drink more parking
4	No
5	If walking the streets felt more lively - seating, music, more plants, etc.
6	The above mentioned
7	Activities that include the whole family. Like parks or children's museum.
8	Additional affordable shops
9	More casual eateries
10	More restaurants
11	More restaurants or shopping.
12	Entertainment for my kids and better food. Italian or Mexican. Not high dollar food that only few can enjoy.
13	N/a
14	More options
15	N/A
16	If I lived there.
17	Newer places to eat and better parking
18	Broader selection of businesses. Things for my 3 children to do.
19	My mobility is not too good so I don't like to walk very far. Benches in front of businesses would be helpful.
20	Better stores for men's clothes, shoes, etc.
21	More food establishments
22	More music in the park
23	more restaurants
24	festivals...events..green space... entertainment

25	More retail space. We have a wonderful array of dining/drinking establishments, but very little retail. To me, there is no such thing as competition when it comes to this. We all have unique visions and I wish we had more retail to draw people in.
26	Better parking, more events embracing our geography and history. Cinco De Mayo is a good example. We are not Dallas, not Austin but can celebrate the unique character of small-town West Central Texas.
27	Walking trail
28	Events
29	See previous answer.
30	More family friendly places to visit at night. Can't take kids to bars and that seems to be the main options.
31	Cleaned up and more family activities. Stores that are there are closed before most people get off work. I have nothing against bars and breweries but how many are really needed. I know you can not control if someone wants to open one but it should not be encouraged or incentivized if there is already 2-3. Have some variety in your incentive package targeting certain items.
32	More food and shopping options
33	More shopping. The increased restaurants/bars are great, but there needs to be more actual shopping/activities to go along with them...like what Fredericksburg has (a kitchen store, Christmas store, interactive places, etc.) Would love for the Lyric to show older movies every week.
34	Affordability
35	Coworking space. https://www.halfhalftravel.com/remote-work/benefits-of-coworking-spaces.html

Figure 26 cont'd. Complete responses to Question 8

36	more entertainment for the kids. Mr. Gattis, indoor activity/pool/playground place, arcade, Children's museum,	52	More restaurants
37	We would visit more if there were more things geared towards small children. We are also over a church youth group. We would love to take them to establishments whose focus isn't on selling alcohol. For example, we took them to the ice cream shop downtown and they really enjoyed it.	53	Family friendly businesses.
38	Somewhere to park.	54	NA
39	See above	55	Another restaurant, more music related events
40	The events of course and the restaurants, more shops!	56	More shade trees, greenery, and places open during the day.
41	Something besides just places to drink	57	Another reasonably priced restaurant or 2. Concerts... but not sure where the venues would be.
42	More shopping options. More shops open on Monday.	58	Probably not.
43	Please encourage more great businesses to come downtown who will encourage community growth and add culture to our lives, while not pushing an agenda and causing conflict. We need a downtown space to live, relax and have respite from all the agenda driven noise in our busy lives.	59	I'm here every weekday so that is hard to say what that would be.
44	More restaurants that are open not just on the weekends. More shops.	60	More clothing and shoe stores. There is no reason for me to go downtown. More specialty shops.
45	Play more movies between shows at the Lyric. Trolley service route along downtown, especially incorporating new event center.	61	An ice cream shop
46	More cohesive feel	62	Parks. Skating slab for roller skates.
47	Sunday brunch would be great.	63	More events.
48	More things to do with kiddos, and I'd love to see a coffee shop open downtown that had evening hours!	64	More places to shop. There are too many efforts in bringing in restaurants, bars, venues. We need something that people can utilize on the day-to-day.
49	More restaurants	65	More family things to do in evening
50	Events	66	festivals and more shopping
51	HEB, IHOP, LUBBY's, Target	67	Not really
		68	Go all the time now
		69	Something to do. Big clothing stores. Entertainment.
		70	Eating restaurant, like a burger or something like Steve's Deli but larger space.
		71	Things to actually do besides eat and drink. There isn't any continuing education for adults besides the few classes the art association offers.
		72	Community engagements/activities
		73	Expanded library and later library hours
		74	More dining choices

Figure 26 cont'd. Complete responses to Question 8

75	Probably not (I'm OLD.)
76	Cool shade and plants. Live music. More murals.
77	Painting ceramic shops, an affordable old-fashioned ice cream/soda shop, candy shop, Earthbound, five below, antique stores, rock/gem/crystal shop, kitchen supply shop, resale shop, Plato closet, pipe tobacco shop, gift shop, Lazer tag, tea lounge, toy store, and a yarn store
78	Would love to see fresh foods stores daily and live music
79	Bring back the Brownwood Reunion. Whoever canceled it is a moron.
80	More restaurants, bakeries, coffee shops that have hours during the weekend. It would be beneficial to other businesses in the downtown area if there were attractions that kept people downtown. A coffee shop would be great.
81	A coffee shop I could come more often then I already do
82	Family entertainment without alcohol.
83	More dining, more shopping less of the stagnant buildings
84	Not really. I'm there often.
85	Music Concerts.
86	More family friendly events and restaurants/stores
87	More eating establishments
88	Nice affordable family restaurant that doesn't have alcohol all over the place.
89	More food and entertainment. Unique shopping options.

90	Yeah use our taxes to fix the roads before you cater to the rich and greedy of Brownwood. And by fix I don't mean spend a ton of money on over priced street signs, I mean fix the foundation and not just the appearance! We do not need any more bars or breweries, we have enough people driving around drunk and driving too fast in this town.
91	Restaurants
92	Small entertainments in the pocket park, more events in downtown like ladies night, street corner performance night
93	More downtown events.
94	More destination shops. Less loan places. Make the slumlords Terry McDonald and Robert Porter repair their buildings and bring them to code and improve their looks
95	Variety
96	Similar to answer above, if the Lyric or another theater had showings of vintage screenings of classic films on a regular basis.
97	More shops and cultural experiences. Like I said, I love seeing the older buildings being restore. I am anxious to see how the old Brownwood Hotel will look when it is finished. Sometimes when I visit other small towns in Texas I love to see the quaint shops and wish we had more of that here.
98	better options in shopping and dining
99	more shops, businesses open in the evening, more events
100	More restaurants opened around 4pm. More general stores. Miss 4 corners.
101	Sure, more reasons; more commerce. It's good now, but could be even better.
102	More restaurants and men clothing stores

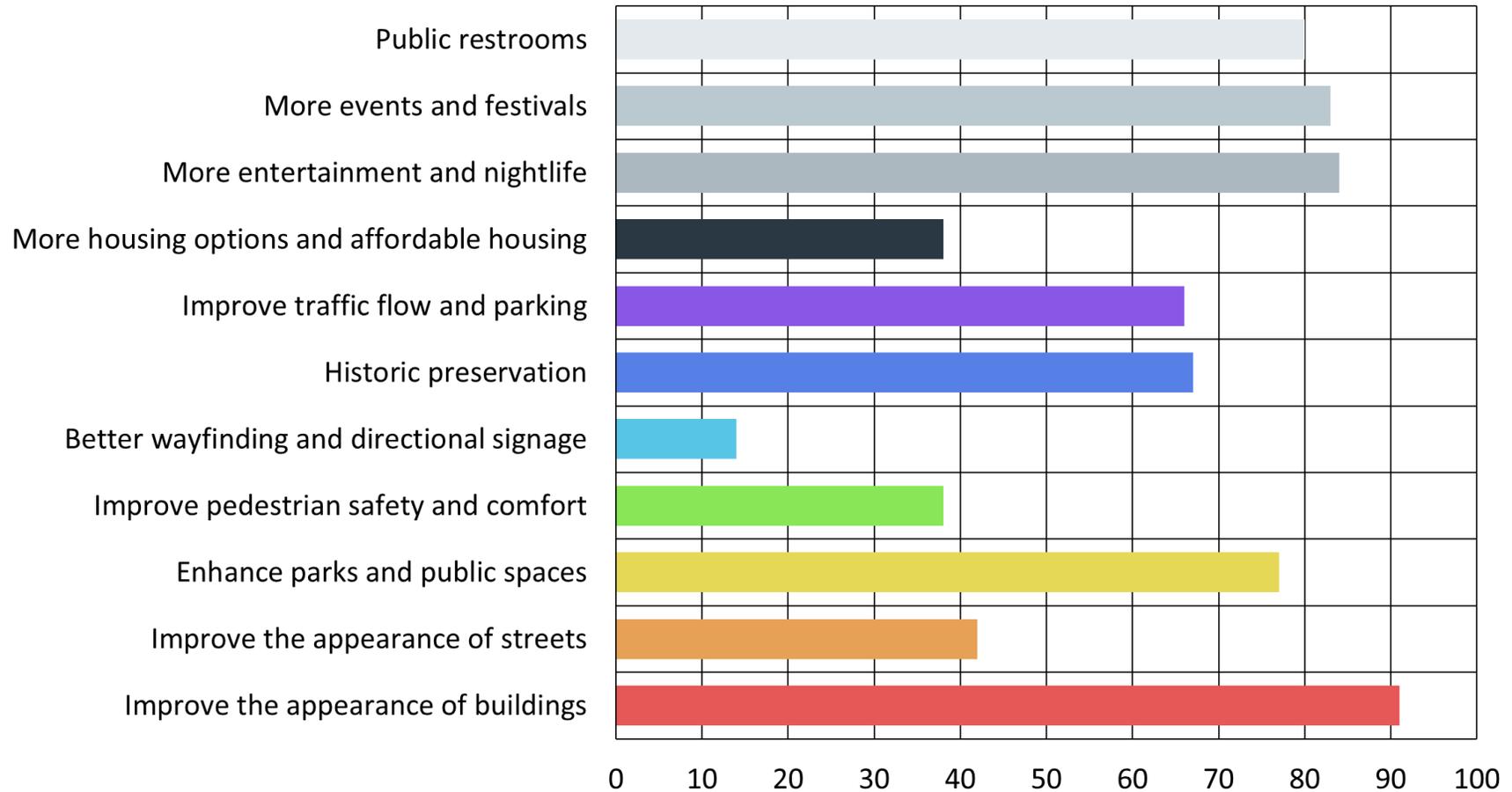
Figure 26 cont'd. Complete responses to Question 8

103	More casual dining during weekday lunch. A place to have coffee and do remote work. In the summer - more things for kids to do.
104	Affordable eating
105	Great shopping (check out Coleman for ideas)
106	(clean) live entertainment, flea markets, or community garage (treasure hunting) sales
107	More places to shop, affordable
108	Continuing to add new options to downtown as opposed to the highway thoroughfares.
109	Parking
110	More kid friendly options. Turning Pat coursey park into an actual park or splash pad. If we are being 100% honest here, Downtown is practically nonexistent to those who don't drink at night or during weekends. If we want downtown back to where it was in the 1940's we need to look at the broad range of businesses that were here during that time. And I also believe the new businesses downtown are great but scare a lot of business away because of pricing. Many of our residents here are low income and don't have the funds that a lot of us do.
111	More shops. More chain stores!
112	More activities
113	Maybe more places that have less to do with alcohol.
114	no, I visit regularly.
115	Just having even more tenants to explore.
116	No
117	More restaurants and stores.

118	An app specific to Brownwood that has a COMPLETE Monitored Calendar of Events with information about parking and catching the Bus if needed TAXI?
119	More spaces to sit and relax outside other than at Pat Coursey. Better parking. Less concrete and more green.
120	More places for kids
121	More sit down dining. Department t stores with lower prices than the boutique shopping.
122	"More bistro type restaurants or snack food places. Would be cool to have a food truck park close to the downtown area "

QUESTION 9

What should be the priorities in Downtown Brownwood?

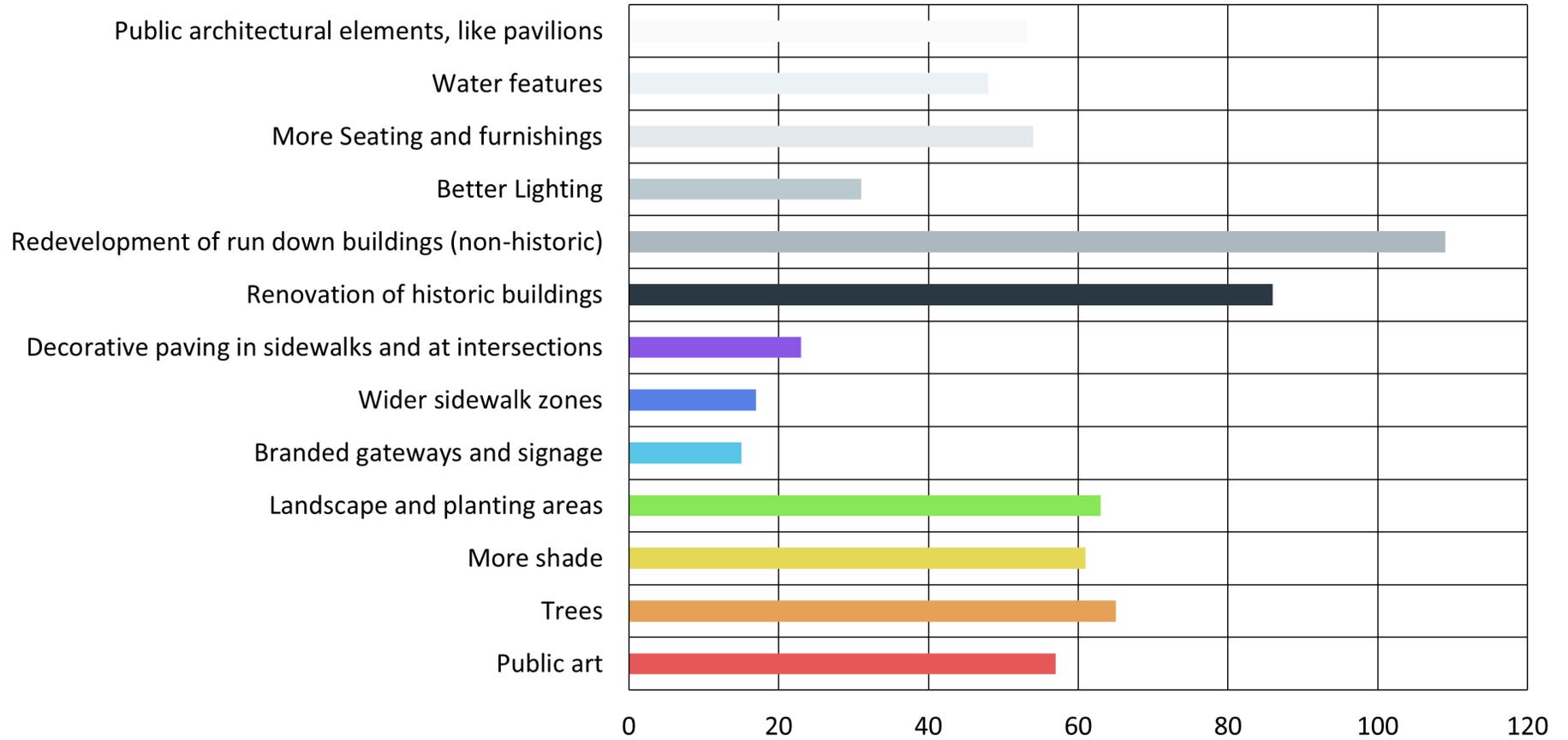


Respondents were asked to select their top five priorities from the list provided. Enhancing the appearance of buildings was the top priority, followed by additional entertainment options, public restrooms, and enhancing public spaces. Surprisingly, pedestrian safety was not a major priority; pairing this with prior survey responses, it may be safe to

presume that users already feel that Downtown is a safe place to walk around.

QUESTION 10

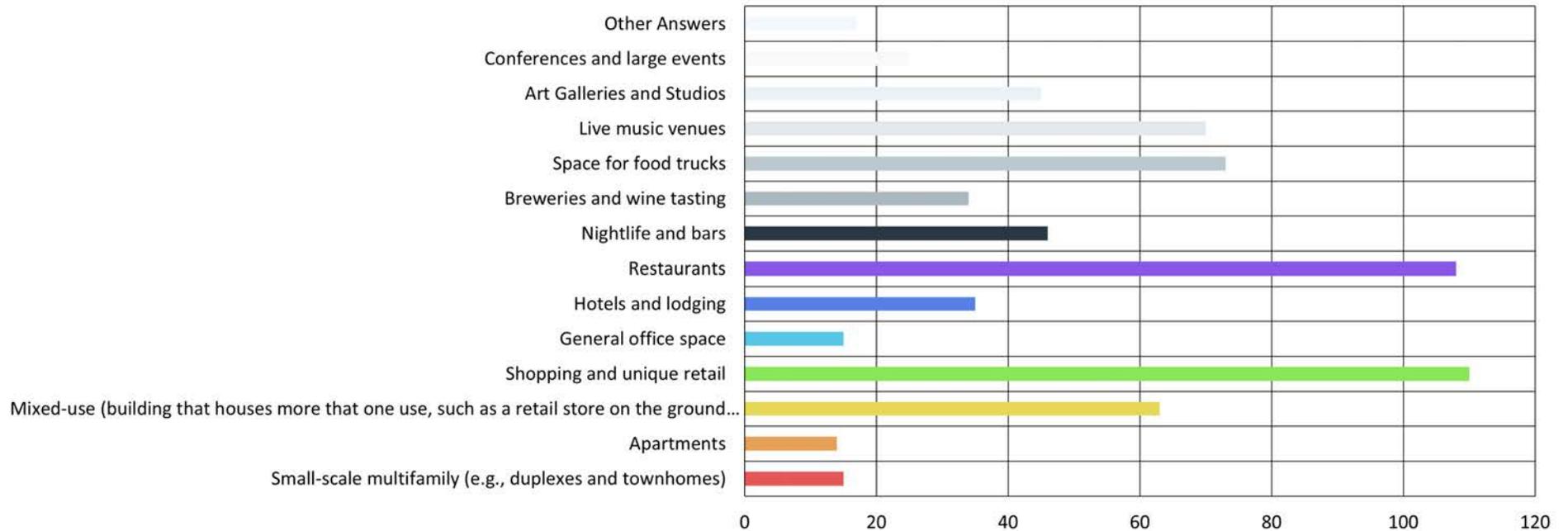
What design enhancements would you like to see in Downtown Brownwood?



Respondents were asked to select their top five items from the list provided. Buildings, both historic and non-historic, are a clear priority related to design enhancements in Downtown, followed by enhancements related to public realm and landscaping improvements. Again, pedestrian enhancements came in near the bottom of the responses.

QUESTION 11

What types of new uses or development would you like to see in Downtown Brownwood?



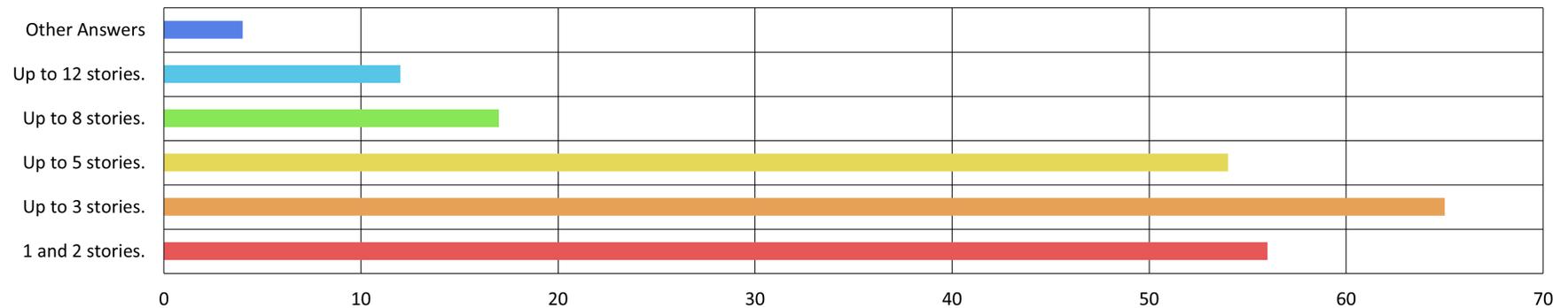
Other Answers (Exactly as Received)

Respondents were asked to select their top 5 uses from the list provided. Restaurants and retail clearly rose to the top with office and residential clearly near the bottom. However there is some support for mixed use, with retail on the ground floor and office or residential above.

- Spaces to enjoy with the whole family
- Entertainment for kids not just adults
- More kid friendly options. Many residents of this town have children under 12 yo.
- Distilleries and tasting rooms for said distilleries
- Coworking space
- Kids entertainment
- Family-friendly entertainment that's indoors
- Activities for families with kids to hangout
- An event center with more floor capacity than the Coliseum
- Mid-market antique mall!
- Skating slabs like the splash pads in all parks
- Activities besides eating, drinking and shopping.
- And, things open more than weekends.
- Coffee Shop, one that is open later for college students to study at!!!!
- Non-alcoholic Family Entertainment
- Reupping on the library
- AN AWESOME SPLASH PAD! Come on guyssss!
- More daytime places to eat

QUESTION 12

What scales of new development would be appropriate in Downtown Brownwood?



Respondents were allowed to select all that apply. There is clear support for structures up to five stories tall, with a sharp decline above that. Based on these responses, a mix of scales between two and five stories would likely be supported in Downtown.

Other Answers (Exactly as Received)

- I'm not sure stories would matter too much unless we plan to have tons of businesses downtown that could fill a multi-story building. If we could I think it would be great as downtown cannot expand outward very much more
- As high as the developer wants
- A mixture of scale
- Build as tall as you need, but the building must enhance the skyline as well as provide space that would be utilized on a daily basis

PUBLIC PLAN REVEAL EVENT

On February 26, 2024, the project team gathered at the Lyric Theatre to host a formal open house. Led by Freese and Nichols, the session began with an outline of the project's timeline and methodology. Attendees were introduced to the Downtown Master Plan graphics, highlighting the recommendations for Downtown. Implementation strategies were detailed and followed by a Q&A session. After the presentation, the team remained available for additional questions and discussions on the proposed recommendations. A recording of the presentation was made available on the project website.

The event was also used as a celebration for the public unveiling of the plan. Before and after the formal presentation, the City provided refreshments, socializing time, and even a photobooth.

Description of Event Activities

The presentation covered the following information:

- Introduction to the project and team
- Summary of engagements and public feedback
- Presentation of draft vision statement
- Presentation of findings from the Downtown framework maps
- Unveiling of Plan recommendations and showcasing the illustrative plan and renderings
- Discussion of implementation strategies and next steps



Project Team Presentation



Meeting attendees

DRAFT PLAN PUBLIC COMMENT

A community survey was available online via the project website from February 26 to March 15, 2024 following the Downtown Master Plan Open House. The survey was open to anyone and utilized online translation capabilities to allow it to be taken in a variety of languages. It was also usable both in desktop and mobile formats. Outreach regarding the availability of the survey was done via multiple channels, including flyers handed out at community events and City social media channels. The survey received 17 responses, see Figure 27. A summary of the responses received follows.

Number of Survey Responses by Day

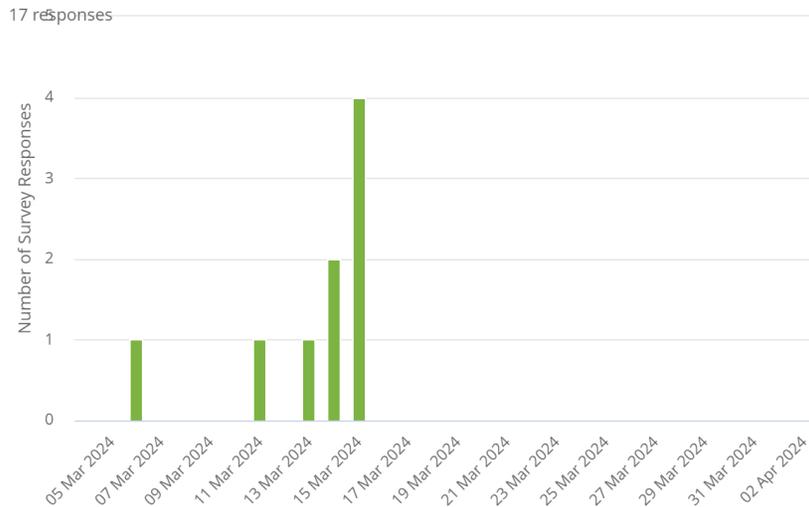


Figure 27. Number of survey responses by day

QUESTION 1

Overall, are you supportive of the Downtown Plan presented in the draft?

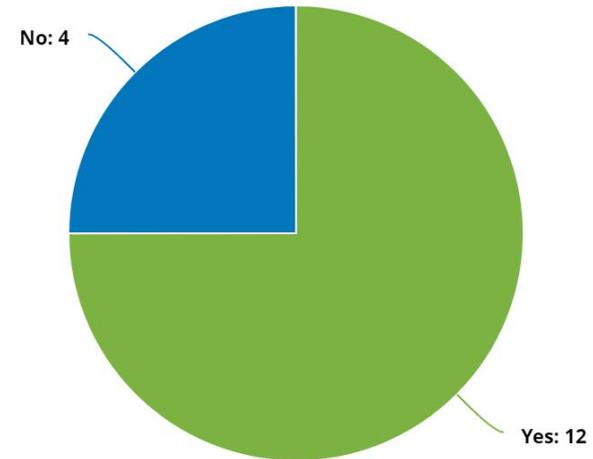


Figure 28. Breakdown of responses to Question 1

QUESTION 2

Please use this space to provide any comments or feedback you have on the draft plan.

Figure 29. Complete Responses to Question 2

1	Being an active member, and on the Board of Directors, of the Brownwood Art Association, it excites me VERY MUCH to see your proposed plans for the Art Park and Greet Streets projects. Your overall plan is absolutely incredible! Your plan for incorporating art into the Downtown Brownwood project will dutifully celebrate the amazing talents of local artists.	5	Is there any certainty that private investment will follow “catalyst” projects whose building & upkeep will come from our taxes?(!) The assumed pedestrian traffic increase may not materialize from a populace now accustomed to AC. Do we really need another old rail car displayed in the convention district of downtown? Suggest building the hiking & bike paths along Adam’s Branch BEFORE building a “Trailhead”. What happened to the 2003 Plan’s idea of a one-way-streets downtown loop? More patronage of downtown’s existing & new businesses would result from more people living there. Suggest Texas Bank finance a developer to build a high-rise apartment/condo complex rather than an Art Park. If no market for such exists, isn’t the whole “Plan” idea fighting a lost cause? Let us see if the new Event Center: 1. Produces many un-subsidized events with positive results or 2. Just sits there largely unoccupied costing us money. THEN & ONLY THEN decide if more government-directed projects should be undertaken. Thanks. (Regarding the “terms and conditions” below -- F&N obviously has wary lawyers, but to “edit, modify” my comments is NOT agreed to. With such “t & c”, why ask for comments? You may delete this parenthetical comment from those made public.)
2	Bring back the Brownwood Reunion! The loss of the Brownwood Reunion in my opinion had a negative impact on the city. It brought people out from the surrounding communities and into the city and those from inside the city as well. Our family always looked forward to it every year. It is sad that the city could not recognize the benefits it brought each year.	6	Please don’t make Fisk St look like Center Ave. With no parking in the downtown area, Fisk is the only place to park multiple cars.
3	I am a member of the arts community in Brownwood and serve on the Board of Directors for the Brownwood Art Association. I am certainly supportive of the plan. Brownwood should be proud of the community and the creative folks that call this city and area home. This plan will certainly demonstrate that pride and go along way to attract commercial and artistic investment. Please move forward at full speed!!	7	Please do this!!! Brownwood would grow!
4	I share the sentiment of others that some form of public transportation, as in a shuttle or trolley system would be most advantageous.		

Figure 29 cont'd. Complete responses to Question 2

8	<p>Thank you for the excellent presentation at the Lyric Theater on February 26. I was in attendance and asked a question. I would like the City of Brownwood to consider designating a Downtown Historic District so that qualified buildings can apply for preservation tax credits. The tax credits are substantial. Qualified preservation projects can receive up to 45% of the costs of construction as state and federal tax credits. The Texas Historical Commission has a robust program for building owners who are interested in historic preservation. An important note: a designated Historic District does not obligate any building owner to participate. It just makes it easier for owners of historic buildings to be listed as historic landmarks and participate in the applicable tax credits. Thank you for your time.</p>	10	<p>The Downtown Plan sounds like a place I would like to visit. Two main components cause me concern for the plan: selling the Plan to a broad part of our population and funding. Koehler, 3M and Superior Cable employees are struggling with reduced hours or lay-offs. So many citizens are struggling to literally put food on the table, keep the lights on and keep shoes on the kids' feet. Senior citizens on their fixed incomes have no way to increase dollars to survive against inflation and "shrinkflation". Getting excited about creating a tourist/entertainment/retail district can't even appear on their radar. I love the plan, but I'm not sure this is a feasibly economic atmosphere to push it. Any part of it that requires a single cent rise in taxes would be a cruel burden for too many.</p>
9	<p>The development of the down town plan is a good project,"but", the angled parking is not a plus for the overall success. Myself and most people i know avoid Center Ave. parking if at all possible. You are backing into a narrow street blind, hoping oncoming traffic will yield. Parallel parking is less stressful in the area due to no blind spots. Fisk Ave. street parking works like it is and should not be changed. Added off street parking would be advantagous to parking.</p>	11	<p>The plan needs more Green Infrastructure to minimize stormwater runoff. Permeable pavement for parking areas is a minimum. Landscape trees (and all landscape plants) need to be carefully selected for heat/drought tolerance. Right tree for right place. Don't top the shade trees prematurely, as was done on the Center Ave. project 20 years ago. Bicyclists need and deserve signage for bike routes, and bike lane markings, and bike racks for parking their bikes. Adams Branch Greenbelt Trail is long overdue. It could connect the Brownwood Community Garden at Park Homes, and the Salvation Army Service Center, with Cecil Holman Park, Downtown, and Riverside Park. No more electronic marquee signs downtown. These pose a navigation hazard to millions of migratory birds that pass overhead, mostly at night. Brownwood is located on a major migratory bird flyway. The Art Park is a great idea. The Brownwood Art Association will help out.</p>

Figure 29 cont'd. Complete responses to Question 2

12	The public restroom is very important and the idea of the art park is very exciting having served on the Arts Council several times in the past
13	The tallest building in Brownwood I would love it to be a nice place have a hotel palace or home for older people
14	Think it's a waste of money! Could be using that government money else where, where it's actually needed

Figure 30. Additional comments on the Downtown Plan draft provided by a Brownwood resident

Suggested technical and language changes to 2024 Brownwood Downtown (Master) Plan Draft Proposal to make it more accurate and understandable before final consideration			
Column 1: Page/Paragraph/Sentence		B = Brownwood D = Downtown DMP = Downtown Master Plan 2024 DMP2003 = Downtown Master Plan 2003	DP = Downtwn Plan
p1	"Downtown Plan"	p5: Table of Contents lists p62 as DMP. Which is it?	
6/1/2	"streets", "public spaces" are plural "building form" is singular	Shouldn't all 3 terms be uniformly plural?	Maybe: "... design of buildings, streets and public spaces ..."
p7	Map: outline of Downtown Core. Other maps (p25, p166) also show the Core, but	Core outlines and shading don't agree. Correct may be p 39 and 45.	Standardize the Core outlines and shading.
10/1/2-6	Sentences have differing structures.		Suggest a uniform structure with "Downtown past", "Downtown present", and "Downtown future". And so the following items:
10/1/3	Word "condition"	Isn't it redundant? Omitting it makes the form of this sentence the same as 10/1/2.	Suggested reworking of sentences 3-5: "An analysis of D's present includes regional context; a snapshot of community demographics; a series of D-impacting frameworks including policy and regulatory, physical, urban design, and redevelopment (Additional relevant maps are provided in Appendix A.); and a look at cultural, economic, and market assets and trends."
10/1/5		Combine with sentence 3.	
10/1/3	Term: "urban design" The other 3 terms are used as p 19, 22, and 26 headings.	Why is heading on p 24 different? Its heading is "Character & Identity".	Merge or choose one. (See below, p 24.)
10/1/6	"... the community's vision and goals for the future of B, ..."	Not yet the community's vision until adopted by city council.	So: "... concludes with a vision and goals for D's future, as generated ..."
11/1/2	"... Pecan Bayou and moved to its current location, a 60-acre site donated by Greenleaf Fisk, in 1870."	Since B's current location encompasses much more than 60 acres, this is a little unclear.	Suggest: "... Pecan Bayou, but moved west to a 60-acre site donated by Greenleaf Fisk in 1870." (clearer)
11/1/3	"The majority of the original community of B falls within the 102 block study area for the DP."	The "original community" on the east side of Pecan Bayou is now in Early.	Change to: "The majority of that transplanted community of Brownwood falls ..."
11/3/3	"This wartime influx had detrimental effects on B, but the city survived these years with ..."	"this" & "these" imply something near the present and the words "detrimental" and "survived" seem unnecessarily pejorative since some good things also happened.	Suggest: "While that wartime influx had some detrimental effects, the city emerged from those years with ..."
12/1/2-3		Sentences seem to overlap.	How about 1 sentence: "This section focuses on the previous DMP2003 and relevant, concurrent plans and projects."
12/2/2	"... it serves as a guiding document ..."	DMP2003 expired in 2022, so past tense is called for.	So: "... it served as a guiding document ..."
12/2/5	"There are several goals and objectives that sought to revitalize D."	Again, past tense called for.	So: "There were several recommendations that sought ..."

Figure 30 cont'd. Additional comments on the Downtown Plan draft provided by a Brownwood resident

13/1/1	"much progress"	much?	Change "much" to <u>much</u> more accurate adjective "some".
13/1/2	"The following pages outline some of the projects that have been achieved since 2003."	Goals can be achieved, projects are completed.	How about: "The following pages describe some of the projects completed since 2003."
		Note: A "small quibble" -- Most of the 6 projects described were either not in the DMP2003 (Event Center and Sidewalk Upgrades), already underway or being planned before it (Pat Coursey Park (then Center Park) and Lehnis Museum), or were started after the Plan's expiration (Signage). The Event Center could even be said to violate the DMP2003. The new Center Ave Streetscape can be said to be the only significant success of that Plan. Well, on we go.	
14/1/1	"... events of varied scales"		Better: "... events of various sizes"
14/1/2	"... three main elements including an outdoor ..."	"including" is an unnecessary word and should therefore be <u>excluded</u> .	Suggest: "... three main elements: an outdoor ..."
14/1/3	"The impact of this project is ..."	Ah, the impact of unnecessary words	Suggest: "This project is likely to ..."
14/2/2	"... near the waterfall and rock walls."		Technically the walls are "rock-topped brick walls".
15/1/1	Illustration: The signage shown is not like the ones that have been put up recently.	See left photos on pp 43 & 55. I believe that most of these have gone up after the expiration of the DMP2003.	Interestingly, the sign on page 55 points 90 degrees away from the actual direction to HPU. There is a sign on the E corner of Fisk and Adams that is close to matching the description of bad signage on p 37 of the DMP2003. "Often, important signage and landmarks are rendered virtually invisible to visitors because of visual overload -- when there is so much to see, one cannot see anything." And with the near ubiquity of smart phones and car GPS systems, are such signs really needed nowadays?
15/1/1	"... and support all the businesses and ..."	To support "all" would need a lot more signs.	Omit the word "all".
15/2/2	"As the focal point of the convention ..."	The Coliseum and the Event Center might dispute being in 2nd place.	How about: "As a focal point of ..."
16/1	Photo	The Center Avenue Streetscape has come off well; though I understand that the merchants affected were not pleased with the amount of time the construction took. The photo only shows a small portion of the west end of the project.	The photos at the bottom of p 26, the bottom of p 42, or the top right of p 99 might do a better job of showing that project.
16/2	Photo	The photo shows only an old section of curbing, not any of the described improvements.	Any corner of Fisk and Baker (about 50' past the curb angle in the photo) would show an ADA ramp and the lighting. Where the "decorative crosswalk" is, I've no idea.
17/1/1	"... is located at the north end of the Texas hill county, ..."	"At" implies no hills to the north, but there are a few.	Change to: "... is located in the northern end ..."
17/1/2		There is a 4th US highway in town.	Add US67 to list of highways.
17/1/3	"the eight county trade area"	Sounds like an "official" designation	Rather: "... an eight county trade area" although much of Callahan County is nearer to Abilene.
17/1/5	"... are within a short drive from B."	The phrasing seems to exclude "regional amenities" that are inside B.	How about: "... are in or within a short drive from B."

Figure 30 cont'd. Additional comments on the Downtown Plan draft provided by a Brownwood resident

17	Map: Typeface for B seems to be larger than that for any other city.	GOOD SHOW!	
18/1/1	"... community and their needs."	Since the noun is singular, not plural, the related pronoun must follow.	Rather: "... community and its needs."
18/1/2	"entire picture"	"Entire" is too big a word.	How about: "a more complete picture"
18/3		Mixing city and county population data is a little confusing.	
19/1/1	"... spread between ..."	"between" works if only 2, but since "multiple"	Rather: "... spread among ..."
19/2	A 5 item list but	Order of the 5 paragraphs is different.	Suggest moving 2nd list item to the end, then the orders of list items and paragraphs are the same.
20	Map error (and on many others)	Hawkins St does not extend NE from Baker. It is now part of a parking lot.	It may be too complicated a process to make changes on all those maps; who cares?
20 & 21	Maps: These two are unnumbered. P 7 - Map 1, p 13 - Figure 1, p 17 - Map 2, p 20 & 21 - no numbers, but p 23 - Map 3, up to p 127 - all maps numbered up to 26, although a few have the numbers missing. Appendix A maps start with 27.	Who is the "wise guy" who put these 2 unnumbered maps into the Plan?	To re-number the Maps seems outrageous. Maybe: Since the earlier description of these 4 frameworks points out that other maps are in Appendix A, maybe these 2 could become Maps 32 and 33 in that Appendix. But that would mean having to re-number pages. Or put in 2 with the silly message, "This page left intentionally blank (except for this message)." Probably need to just leave things as they are.
21	Map	Except for the matter immediately above, it would have been observed that this map belonged more after the Physical Framework page than Policy and Regulatory Framework page.	
21/1/4	"... core are the industrial ..."	Other parts of town may consider themselves to be <u>the</u> industrial areas.	Remove the word: "the"
21/1/5	"DB is also home to HPU which is located south of D"	Is HPU <u>in</u> D or <u>south</u> of it?	Make end of sentence: "... south of the D Core."
23	Map	Austin should be a "principal arterial" and maybe Carnegie/CC Woodson too.	
23	Map Legend shows a green line for "minor arterial", but blue lines on the map.		Change Map Legend
23	Parking lot north of Lehnis Museum is missing. Lot beside Senior Citizen Center is public, not private. Lot west of Brownwood Music on Baker is, I think, private, not public.		At this stage I ask, "Who's going to worry about these? Probably no one."
24	From p 10.		Change title to: "Urban Design Framework" with "Character and Identity" as a sub-heading.

Figure 30 cont'd. Additional comments on the Downtown Plan draft provided by a Brownwood resident

27	Map	As I drive around downtown, I think I see many more vacant storefronts than are shown on the map.	
28/9/1	"Employment in DB was approximately 1750 in 2019 ..."	Info also on chart on p 172 – No data for the last 4 years?	[Covid-19 affects the data.]
29/3/1	"HPU offers several theatrical performances and sporting events ..."	Also musical events.	Therefore: "HPU offers many musical and theatrical performances and sporting events ..."
30/1/2	"... what people in B are feeling, seeing and hearing in and about their community."	I "feel" that <u>thinking</u> is neglected.	" ... what people in B are thinking, feeling, seeing, and hearing in and about their community."
31/1/1	"The community responded with their suggestions of how to create a D that maximizes the wants and needs of their community."	"community" takes a singular pronoun. "maximizes" the wants? Or meets them?	How about: "The community responded with suggestions of how to create a D that meets the wants and needs of the community."
Other comments (Some may also be put on the web-site.)			
92/1/2	" ... public realm improvements, such as streetscapes and open spaces."	Some might very well say that there are already too many open spaces in the D.	
I liked the idea in the DMP2003 of a D traffic loop with Center - 1-way NE, Fisk - 1-way SW, and between them Baker and Depot, also 1-ways. Then, in that area, Baker might have diagonal parking on the SW side.			
Suggest delaying the Baker streetscape from Fisk to Carnegie until the Brownwood Hotel "revitalization" is done. [We can dream can't we.]			
Suggest Hawkins Alley [It's not really a street.] be eliminated from Baker to at least Chandler. This would allow an entryway off Baker to the 5-6 level Hotel parking structure and its expansion to the SE. The remainder of Hawkins can be incorporated into adjacent parking lots accessible from the side streets: Lee, Anderson, Chandler, and maybe Adams & Depot.			
So many of the proposed projects anticipate or hope for increased pedestrian traffic. Heartland Texans of earlier days, even into the early 1960s, were of a hardier breed – there were places one had to go to even in the heat of summer. The rich might have a small fan and a tray of Vermont ice (stored from the previous winter), but the rest were without AC. To expect us softies of today to make extended excursions into the hot outdoors, even with some shade trees and awnings, may be expecting too much.			
In the Event Center Railyard Park do we really need another old rail car in this district of the D? Also why not close off Lee from Carnegie to Congress? Then make the pedestrian access to the Event Center wider with more features. Also lower the remnant of Lee in front of the stage for that group of people who like to be close to the performers, stand up, raise their arms and be ready to catch the jumping performers. Those seated on the lawn would then have their view unobstructed.			
Brownwood Art Park site would better become a high-rise apartment/condo complex with street-facing retail to get population into the D. I intend to suggest at a City Council meeting that the Mayor, members of the City Council, and "high" city officials (who all seem to be gung-ho for D revitalization) be encouraged to <u>move to the downtown</u> as an example to the rest of the community! [Please keep this a secret so my comment to the Council will be a surprise.] Council members can enact an ordinance that the D area is an "large" area where residents there can run for any Council seat.			
Adams Branch Trailhead Park – Trailhead needs to be adjacent to where the Trail will be, not more than a block away. The trailhead area could be on the south side of CC Woodson in the "abandoned" lot there between Adams Branch and the Coliseum.			

APPENDIX C:
OPINIONS OF PROBABLE COSTS
(OPCC'S)

The project cost ranges provided in these estimates are a planning level effort based on a very high-level and incomplete understanding of the actual site conditions and ultimate design features described herein. Assumptions have been made in establishing these cost ranges. These estimates should serve only as a planning guide. Freese and Nichols recommends that additional survey, site investigation, programming and detailed design be performed before a project budget target is established.

Fisk Street Streetscape Improvements	
Description	Approximate Costs
General Conditions	\$220,000
Demolition and Site Preparation	\$80,000
Site Work and Paving	\$770,000
Site Amenities	\$265,000
Landscape and Irrigation	\$70,000
Electrical	\$465,000
Utility Relocation	\$465,000
Project Total Range (2024 Costs)	\$3,150,000, - \$3,780,000

TexasBank Art Park	
Description	Approximate Costs
General Conditions	\$90,000
Demolition and Site Preparation	\$40,000
Site Work and Paving	\$215,000
Site Amenities	\$495,000
Landscape and Irrigation	\$255,000
Electrical	\$75,000
Utilities	\$40,000
Project Total Range (2024 Costs)	\$1,660,000, - \$1,995,000

The TexasBank Art Park range of costs do not include engineering or installation of the various art installations including the central icon structure. Freese and Nichols recommends that additional programming and detailed design be performed specifically for these design elements.

Baker Street Streetscape Improvements	
Description	Approximate Costs
General Conditions	\$430,000
Demolition and Site Preparation	\$80,000
Site Work and Paving	\$2,010,000
Site Amenities	\$280,000
Landscape and Irrigation	\$100,000
Electrical	\$1,000,000
Utility Relocation	\$1,000,000
Project Total Range (2024 Costs)	\$6,510,000, - \$7,815,000

200 Carnegie Event Center Railyard Park	
Description	Approximate Costs
General Conditions	\$210,000
Demolition and Site Preparation	\$430,000
Site Work and Paving	\$335,000
Site Amenities	\$1,540,000
Landscape and Irrigation	\$205,000
Electrical	\$110,000
Utilities	\$40,000
Project Total Range (2024 Costs)	\$3,950,000, - \$4,740,000

Silo Promenade	
Description	Approximate Costs
General Conditions	\$60,000
Demolition and Site Preparation	\$25,000
Site Work and Paving	\$240,000
Site Amenities	\$260,000
Landscape and Irrigation	\$74,000
Electrical	\$75,000
Utilities	\$50,000
Project Total Range (2024 Costs)	\$1,070,000, - \$1,285,000

Silo Courtyard	
Description	Approximate Costs
General Conditions	\$115,000
Demolition and Site Preparation	\$110,000
Site Work and Paving	\$145,000
Site Amenities	\$825,000
Landscape and Irrigation	\$160,000
Electrical	\$200,000
Utilities	\$100,000
Project Total Range (2024 Costs)	\$2,260,000, - \$2,710,000

City Hall Improvements	
Description	Approximate Costs
General Conditions	\$145,000
Demolition and Site Preparation	\$85,000
Site Work and Paving	\$285,000
Site Amenities	\$680,000
Landscape and Irrigation	\$125,000
Electrical	\$50,000
Utilities	\$80,000
Project Total Range (2024 Costs)	\$1,980,000, - \$2,375,000

Trailhead	
Description	Approximate Costs
General Conditions	\$95,000
Demolition and Site Preparation	\$280,000
Site Work and Paving	\$340,000
Site Amenities	\$195,000
Landscape and Irrigation	\$250,000
Electrical	\$75,000
Utilities	\$80,000
Project Total Range (2024 Costs)	\$1,795,000, - \$2,155,000

APPENDIX D:

CODE DIAGNOSTIC

This page intentionally left blank

Contents

Introduction	1
General Concepts.....	5
Diagnostic Evaluation	6
1. Improve Formatting and Style	6
2. Include an Outline for Overall Development Process	6
3. Clarify Applicability and Purpose for All Sections.....	7
4. Clarify Language	7
5. Update/Codify Building Codes to Current Practices	7
6. Comprehensively Rewrite Enforcement Provisions of the Zoning Ordinance.....	8
7. Broaden, Categorize and Update Nonconformity Provisions of Zoning Ordinance	10
8. Restructure and Consolidate Permitted Uses.....	11
9. Address Use Compatibility in Downtown to Support an Active Environment.....	12
10. Strengthen the Enabling of Diverse Housing Types	13
11. Update and Simplify Building/Lot Standards and Building Form Regulations.....	14
12. Establish Standards for Urban Form and Active Frontages.....	16
13. Eliminate Minimum Parking Ratios Within the C-2A District.....	16
14. Provide Increased Flexibility for Parking Compliance.....	18
15. Clarify Loading Space Applicability in Downtown	18
16. Establish/Update Lot of Record Language	18
17. Update Sign Regulations for Legal Compliance and to Address Unique Sign Types in Downtown	19
18. Establish an Appropriate Historic Preservation Ordinance	20
19. Provide Appropriate Landscape Standards and Utility Underground Standards in Brownwood, with Special Considerations for Downtown.....	21
20. Update Noise and Nuisance Regulations	24
21. Establish Regulations to Support a Vacancy and Underoccupancy Reduction Program.....	24
22. Establish Right-of-Way Management Regulations to Support Street Activation	25

This page intentionally left blank

Introduction

The City of Brownwood has recognized a need for updated development regulations, a diagnostic of which has been ongoing concurrent to the Downtown Master Plan. The need for updated development regulations is due to a number of factors, such as the Downtown Plan, other recent planning efforts, changes in State law, outdated standards, coordination of various requirements, unclear procedures, and a desire to enhance development quality through a more predictable and prescriptive regulatory environment.

Addressing regulatory items is a critical path to revitalization in Downtown Brownwood. As a result, a diagnostic report focused on Downtown Brownwood was included with the Downtown Master Plan.

This Diagnostic Report seeks to identify key areas of focus for revising a variety of regulatory items. In many cases, the ultimate solutions will be developed iteratively during a drafting process of revised standards, though this report attempts to provide as much specificity as practical. For example, this report might identify a need to revise landscaping standards but will not specify what they should those standards should be. That discussion is most appropriate as par of a code drafting process.

While this report focuses primarily on development regulations, building codes and right-of-way management regulations are also discussed.

By-Right Mixed-Use

Mixed-Use is a key element of successful downtowns and describes a development containing two or more major types of uses (typically including residential, commercial, office, or institutional, though some small-scale industrial can work in certain instances), each of which should attract a significant market share. Mixed-use reflects a physical and functional integration of its various components, which can be provided within a vertical mix of uses into a single building; the planned positioning of key components around a central public space or land use (for example, a shopping center); or through a town center/urban village setting that interconnects uses through pedestrian-friendly facilities. Mixed-use frequently involves stacking uses, usually residential or office uses over retail uses. The scale of mixed-use is highly dependent on the context, ranging from a single urban parcel to the redevelopment of a collection of parcels within or adjacent to a developed area. Both practices are common in downtown contexts.

Municipal regulations can and should create an affirming environment for mixed-use developments, particularly downtown as a best practice. Allowing mixed-use development “by-right” (i.e., without requiring rezoning or other special approvals) is essential to this, as mixed-use development projects often have trouble in project financing and feasibility. This is the result of specialization in development financing and in developer experience. For example, developers often specialize in multifamily or retail/commercial, but rarely both. As such, they often must form complex partnerships with other developers for their sources of financing to become comfortable with the pursuit of a new mixed-use approach. Small-scale, incremental development opens up additional paths but must still achieve pro forma

performance. When these financiers and developers see only approval paths involving discretionary decisions, variances, etc., particularly in political settings such as City Council, they are less likely to pursue the project due to fears of holding costs and lack of certainty.

Advantages to allowing mixed-use development by-right include:

- Mixed-use typically results in shared infrastructure (e.g., parking), thereby making possible economies of scale in development and operating costs. This allows land to be used more productively and for amenities to still be provided in a cost-effective manner.
- Mixed-use projects achieve greater long-term appreciation in land and property values. Sales tax and property tax returns are typically greater on a per-acre basis than their single-use counterparts.
- Mixed-use policies tend to stimulate revitalization by encouraging more intense redevelopment activity. The greater degree of flexibility encourages property owners to pursue investment rather than being content with current economic performance. Mixed-use also diversifies the financial base of the project, avoiding anchor dependency and fluctuations of the macroeconomy.
- Mixed-use development inherently conserves energy because it promotes efficient land use, reduced reliance on the use of vehicles, and establishes walkable communities based on Smart Growth principles. “Park once and walk” approaches function well in mixed-use environments.
- Mixed-use developments create a sense of place in a community – an identity. At a reduced scale, this sense of place can be created at the neighborhood level and provide substantial quality of life improvements through access to neighborhood-supporting goods and services.
- Mixed-use development achieves higher densities while creating more amenities and usable public open space, which sometimes cannot easily be achieved by single-purpose projects.
- Mixed-use development provides opportunities for development patterns that are transit-ready and conducive to transportation alternatives to the personal automobile.

Limitations associated with mixed-use provisions of development codes include:

- Mixed-use development, especially at larger scales, can be a complex, time-consuming process.
- The uses within a mixed-use development must be marketable in their own right but also work together as a whole.

-
- Successful mixed-use development simultaneously requires detailed planning for certainty but also flexibility to adapt to the market with time. Likewise, it requires detailed and flexible management, political support, and capital resources in order to be successfully developed.
 - It requires attention to detail in all aspects of its design to avoid replicating sprawl, missing opportunities for strong fiscal performance on a per-acre productivity basis. Lack of attention to detail can simply result in more attractive sprawl if not carefully considered.
 - Mixed-use development often requires greater administrative burden due to the complexity of development regulations. This can be mitigated to some degree by adapting emerging best regulatory practices in lean urbanism.

The evaluation of areas suitable for mixed-use development should address issues such as scale, size, access and visibility, proximity to other land uses, transportation alternatives, and existing utilities and infrastructure. Areas must allow for relatively high-density development of multiple uses and should be located in proximity to existing travel patterns and numerous access points. Potential mixed-use areas should be situated within a centralized area of different uses and activities, providing the area with proximity to multiple land uses to facilitate appropriate infill development or new development that interrelates with adjacent existing development.

Such regulations should adequately manage development activity without being overly burdensome upon a developer. Developers must be viewed as partners for community visions for mixed-use projects to come to fruition. Design guidelines addressing all aspects of site design (area and bulk requirements, vehicular and pedestrian standards, landscaping, signage, lighting, etc.) should be specifically developed for this use. Consideration should also be given to streamlining the review process to allow the approval of mixed-use development in a reasonable time frame.

The Choice for a Unified Development Code

A Unified Development Code (UDC) is a local policy instrument that combines traditional zoning and subdivision regulations, along with other desired city regulations, such as design guidelines, sign regulations, and floodplain and stormwater management, into one document. By combining all these regulations in a single document, a UDC is intended to streamline and coordinate the development process of permits and approvals for development projects by removing inconsistencies and eliminating outdated policies. It more effectively places all stages of the development process, from initial concept to project completion, into a cohesive framework in which each stage “talks” to the others. The required permits, processes, and regulations for the development process are outlined in one place, making it easier for developers, the public, and public entities to understand the requirements. Along with the compiling of regulations and policies, UDCs use clear, consistent language and definitions, with many illustrations and tables, often in attractive, easy-to-read formats to further help stakeholders understand the regulations.

UDCs became popular in the 1980s, in large part due to Michael B. Brough's publication "A Unified Model Ordinance." Since that time, they have become more widely endorsed and more frequently adopted across the country. UDCs have not had any major legal challenges to date that we are aware of. In fact, proponents maintain that UDCs lead to *fewer* legal challenges since they tend to reduce the number of inconsistencies in municipal regulations.

UDCs can be beneficial for communities looking for a more comprehensive approach to land use regulation, environmental protection and economic development. A UDC is a helpful tool in accommodating neo-traditional and mixed-use development and providing a thorough and comprehensive approach to meeting goals such as protection of surface water, transportation alternatives, engaging design, and mixed-housing types. They are perhaps the most useful for cities experiencing growth or redevelopment interest, where the streamlining of varied or complex development or enhanced control over economic development and development performance is desired. Because of the consolidated and streamlined requirements, UDCs afford stakeholders in the development process more predictability with respect to the standards for development and permit approval and can allow a reduction in process costs because of the increased efficiency. As a general best practice, cities revising their zoning and subdivision standards at the same time should consider consolidation into a UDC.

For UDCs to be effective, they must be backed up with carefully drafted standards and regulations, and often require broad policy determinations to be made. The process of gathering input, preparing, drafting, and adopting the final document requires a great deal of cooperation among stakeholders. Properly drafted, UDCs can substantially reduce the need to rely on staff interpretation, particularly between sets of regulations contained in separate ordinances.

In the case of Brownwood, several sets of standards intersect one another at multiple stages of the development process. This can already be seen in Brownwood's code codification organization, which places most development regulations under a "Subpart B" within the overall Code of Ordinances. A key difference between this and a UDC is that each chapter is still functioning independently under Subpart B, with no crossover coordination. For example, both the subdivision chapter and zoning chapter have a supplemental regulation that seem designed to do similar activities, but with no coordination. Cities also often include building codes within the UDC, which opens the opportunity to lean into building code standards to perform certain tasks commonly found in zoning. For example, building codes rely upon building separation standards based upon method of construction, presence of doors/windows, etc. rather than setbacks. This can provide more flexibility for development when deployed in the right circumstances.

It is for these reasons that we conclude pursuit of a Unified Development Code is the appropriate choice in meeting Brownwood's goals.

General Concepts

Coordination Between Regulations/Standards – Because a complete rewrite or major amendment of the development regulations has not occurred since the 1995 codification, requirements have become gradually disorganized, uncoordinated, and fragmented. They have not incorporated new practices. Requirements need to be provided in a single location; adequate cross-references of requirement locations are essential.

A User-Friendly Format – The City should consolidate its various development regulations into a single code, referred to as the Unified Development Code (UDC), that is well-organized, well-written, and easy to use. Developers, consultants, and others who use the Ordinance should be able to easily navigate without referring to a variety of separate ordinances. They should be able to discern requirements and processes predictably without over-reliance on staff interpretation o.

A Simplified Development Process – While development standards need to encourage quality development in the community, the City would seek to streamline, whenever possible, the process by which development is approved. City staff has been addressing this issue in recent years via customer service approaches, and many strides have been made. The process, however, needs to be integrated in ordinance form in the new UDC. The ideal for the development process in Brownwood is to have a fair, open, and understandable process for all the parties involved in all parts of the process. It is important to note that “simple” should not be conflated with “weak” or lacking adequate oversight; in this context, the desire is for unambiguous language and a predictable development environment.

A Legally Sound (and Fair) Document – Finally, new regulations must be a fair and highly defensible set of rules for the development of land in the community. A new UDC must clearly reflect basic Constitutional principles, recent Court rulings, and other applicable case law. It also must be framed in accordance with Texas statutory authority as it pertains to community planning and land development, with issues such as vested rights, appeal processes, development processing, and due process.

Diagnostic Evaluation

1. Improve Formatting and Style

Diagnostic Observation

Ordinances are typically scanned by readers and not intended to be read from cover to cover; therefore, it is important to design a document that meets the “scan-ability” desire of its readers. With the current format, the reader cannot scan the document and quickly find information due to the lack of appropriate subheadings, cross-references, and organizational format.

Recommendation

Develop the format to be structured more like an outline with subheadings for each paragraph to create a readable, user-friendly document. This also assists in the creation of review tools for City Staff and users. The following steps should be taken to improve the ordinance format and provide readers greater understanding, preferably via a new UDC:

- Improve numbering system and layout
- Incorporate the use of more subheadings to increase the ability to scan
- Utilize bullet points or illustrations when possible
- Use cross-references and hyperlinks to simplify navigation

2. Include an Outline for Overall Development Process

Diagnostic Observation

The current Code of Ordinances has different procedures outlined in different sections. In a UDC format, the users of the UDC should benefit from an outline for the overall development process.

Recommendation

Include a section in a new UDC outlining the overall development process, and in the interim create a flowchart with cross-references as an interpretive tool. The process should be clear and predictable so that developers can follow the code to achieve a desirable outcome.

3. Clarify Applicability and Purpose for All Sections

Diagnostic Observation

There are many sections in the current development ordinances that cause confusion due to lack of applicability sections.

Recommendation

Develop an appropriate applicability section for all articles and remove all provisions that are irrelevant such as any optional/encouraging language. Additionally, include a purpose statement for all appropriate sections to establish connections with State Law, the Comprehensive Plan and other adopted plans.

4. Clarify Language

Diagnostic Observation

It is of utmost importance for any successful ordinance to have clear language for each section. Many sections within the current ordinances have confusing language that leave room for interpretation/confusion by Staff and other users.

Recommendation

Formulate the new regulations with language that is simple, clear, and straightforward. Provide language throughout the regulations that enables a user to read and understand it without much room for interpretation. The regulations should rely on plain English over legalese.

5. Update/Codify Building Codes to Current Practices

Diagnostic Observation

Brownwood's codified Code of Ordinances indicates Brownwood operates under the 2015 editions of the International Fire Code, though it is unclear whether the Appendices are also adopted, and the remainder of its building-related codes operate under the 2015 edition of the International Code Council (ICC) suite of codes. On September 12, 2023, Brownwood adopted an ordinance transitioning the City to the 2021 edition of the ICC suite of codes. This ordinance needs to be codified for code user clarity. The September 12, 2023 ordinance was not made available for this review. As such, it is important to review the Fire Code Appendices can have significant impacts to the resulting built environment, street design, etc. It is commendable that Brownwood has adopted the International Existing Building Code, though ensuring strong training for code officials charged with administering it well requires strong training. We also observe that the local amendments to the codes are unusually limited.

Recommendation

Codify Brownwood’s adopted codes to the 2021 edition of the ICC suite of codes, and consider an evaluation of locally-adopted amendments to those codes. For example, some cities modify Appendix D of the Fire Code based on the fire department’s specific equipment. Brownwood should continually update codes to benefit the City’s ISO rating, which can reduce insurance costs for property owners in Brownwood. Updated codes also support improvements to the ISO BCEGS rating, which impacts a variety of insurance types including flood insurance, if Brownwood participates in the FEMA Community Rating System (CRS).

6. Comprehensively Rewrite Enforcement Provisions of the Zoning Ordinance

Diagnostic Observation

Chapter 98, Article II, Division 5 contains limited enforcement provisions, having not been significantly updated since 1995. In addition, the Division contains procedural information and documentation more relevant to an applications and procedures section rather than enforcement, such as Certificate of Occupancy language and plot plan language, along with isolated relief procedures (variances and Board of Adjustment language). The means of enforcement and available penalties lack many tools found in modern code ordinances. In addition, the enforcement provisions are not significantly supplemented by general penalty provisions for the overall Code of Ordinances, found in Section 1-14 of the Code of Ordinances, which is also in need of update.

Recommendation

The zoning regulations need to be rewritten to update the structure surrounding enforcement and nonconformities. A suggested structure for such a section is shown in Figure __. These provisions should specifically define responsible persons as well as the city personnel responsible for enforcement (this is sometimes structured as the city manager based on charter language and to preserve ability of the city manager to reorganize and reassign personnel). It should also have specific enforcement procedures to document a clear due process.

A key element to this is establishing specific definitions for violations. The following is an example:

- **Buildings or Structures.** To erect, construct, reconstruct, alter, repair, convert, or maintain a building or structure in a manner inconsistent with the requirements of this ordinance or a condition of approval.
- **Use of Land.** To use any land or premises in a manner inconsistent with the requirements of this ordinance or a condition of approval.
- **Establish Use or Structure Without Permit or Approval.** To establish or place any use or structure upon land that is subject to this ordinance without all the approvals required by this ordinance.
- **Development or Subdivision Without Permit or Approval (if part of a unified development code).** To engage in any subdividing, development, construction, remodeling, or other activity of any nature upon land that is subject to this ordinance without all the approvals required by this ordinance.
- **Development, Subdivision, or Use Inconsistent with Permit.** To engage in any development, use, construction, remodeling, or other activity of any nature in any way inconsistent with the terms and conditions of any permit, approval, certificate, or other form of authorization required to engage in those activities.
- **Development, Subdivision, or Use Inconsistent with Conditions of Approval.** To violate, by act or omission, any term, condition, or qualification placed by a decision-making body upon any permit or other form of authorization.
- **Development or Subdivision Inconsistent with this ordinance (if part of a unified development code).** To erect, construct, reconstruct, remodel, alter, maintain, move, or use any building, structure, or sign, or to engage in development or subdivision of any land in violation of any subdivision, development standards, or other regulation of this ordinance.

Enforcement and Penalties Example Structure

1. General Enforcement
 - a. Generally
 - b. Violations
 - c. Responsible Persons
 - d. Enforcement Responsibility
 - e. Enforcement Procedures
 - f. Cumulative Remedies
 - g. Penalties
2. Nonconformities
 - a. Purpose
 - b. General Policy
 - c. Applicability
 - d. Generally
 - e. Nonconforming Lots
 - f. Nonconforming Structures
 - g. Nonconforming Uses
 - h. Nonconforming Site Modifications
 - i. Nonconforming Site Permit
 - j. Nonconforming Signs (if unified development code)
 - k. Effect on Applications

- Making Lots or Setbacks Nonconforming. To reduce or diminish any lot area so that the lot size, setbacks, or open spaces are smaller than prescribed by this ordinance.
- Increasing Intensity or Density of Use. To increase the intensity or density of use of any land or structure, except in accordance with the procedural requirements and substantive standards of this ordinance.
- Removing or Defacing Required Notice. To remove, deface, obscure, or otherwise interfere with any notice required by this ordinance.
- Grading Inconsistent with Flood Damage Prevention Requirements (if part of a unified development code). To undergo grading, dredging, or excavation that changes grading, except in accordance with the Flood Damage Prevention Requirements of this ordinance; and
- Generally. Any other action, or failure to act, that does not comply with a requirement of this ordinance or a lawful condition of approval.

Likewise, available penalties should be established, clearly documenting cumulative effectiveness of remedies and penalties. These often include:

- Ties to misdemeanor offense status for any person affiliated with the violating property, with each day of violation potentially constituting a separate offense.
- A maximum \$500 fine per offense, with provisions for offenses impacting fire safety or public health and sanitation, including dumping of refuse, of up to \$2,000 per offense.

7. Broaden, Categorize and Update Nonconformity Provisions of Zoning Ordinance

Diagnostic Observation

The nonconforming uses and structures sections of the Zoning Ordinance have not been substantially updated since the 1995 codification. The language used is traditional and characteristic of a suburban zoning ordinance, which may result in increased potential for nonconforming conflicts in a downtown that predates any zoning regulations. In some cases, the *all or nothing* aspect of nonconforming use language can create inadvertent barriers to building occupancy, which may be reflected in some vacancies present today.

Recommendation

Update the nonconformities language with increased detail, consistent with Figure __. Other cities have found success in allowing one-time expansions of nonconforming structures and uses, sometimes up to 30 percent of the building’s square footage if paired with a nonconforming site permit that provides for incremental improvements based on level of investment and types of changes occurring. This can provide for triggers related to landscaping (or landscaping alternatives), storefront activation, parking lot screening and similar elements to gradually bring the site to improved condition.

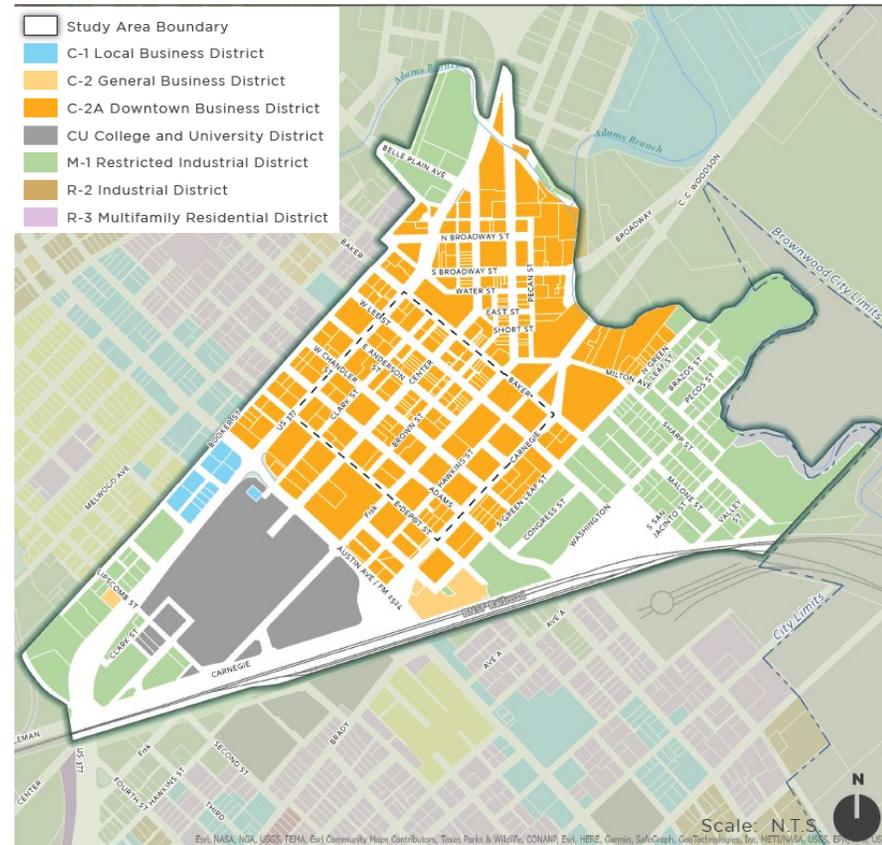
8. Restructure and Consolidate Permitted Uses

Diagnostic Observation

The current permitted uses table is exceptionally specific, whereas best practice is to consolidate uses to ensure similar uses are treated similarly based on their characteristics. In some cases, the category term itself within the chart could become a use, coupled with an improved, inclusive definition. For example, there is an extensive list of services (office-type uses) that, in practice, have similar impacts. These should simply be consolidated to improve usability and ease change of use.

Recommendation

Comprehensively revise the permitted uses table, consolidating similar uses into broader uses.



9. Address Use Compatibility in Downtown to Support an Active Environment

Diagnostic Observation

There are several well-known types of zoning ordinances. One of the first was "Euclidean" zoning, named after the city of Euclid, Ohio whose ordinance was upheld in the landmark U. S. Supreme Court case that established zoning as a valid and constitutional way to regulate land use. It is also called pyramidal zoning. This type of regulation places the most protection and restrictions on residential land uses, less on commercial and virtually none on industrial uses. This concept places the most restrictive zoning category, single family residential, at the top of the pyramid. More intensive land use is on the next level down with industrial use being the base of the pyramid.

Brownwood's zoning ordinance employs a variation of pyramidal zoning called cumulative zoning. Cumulative zoning is less protective of the various land uses yet is commonly used today. It does still afford a great level of protection for single-family residential uses when located in a single-family residential district because that is the exclusive use allowable in that zone. However, in this scheme, each successively more intense zoning category — multifamily, commercial, and industrial — allow all the uses from the previous zones. The uses at the top of the pyramid can slide down to the zones below, but not back up. For example, in this scheme multifamily and single-family would be allowed in a commercial zone. The reverse is not true, so commercial use would not be allowed in a multifamily or single-family residential zone. The fact that this type of zoning would allow a single-family use to be built in an industrial zone gives the property owner more discretion but dilutes the power of protection intended in zoning.

This type of zoning has several obvious shortcomings. An area designated for one type of land use cannot be guaranteed protection from another type of land use encroachment (apart from single-family residential). For instance, an area designated as industrial may not be quite ready to be developed as such and an inpatient landowner may decide to develop multifamily units to begin realizing income from the property. Later, the industrial development begins to take place around the multifamily units and the effects of the industrial development affect the families living in those units. Eventually, all but the poorest of families would leave the undesirable living conditions in the area. Conversely, the multifamily presence could have a further chilling effect on the development of industry due to developers' concerns of frequent citizen complaints.

In Brownwood, this manifests as allowing uses and use characteristics that are not conducive to a positive downtown pedestrian experience, particularly in the C-2A zoning district. Due to the cumulative effect of Brownwood's zoning ordinance, the district allows uses such as ambulance services, auto repair and servicing, establishments with drive-thru facilities, machine shops, frozen food lockers, tire sales, auto sales, warehousing, etc. It also allows uses that can be acceptable depending on the scale. For example,

small-scale/artisan manufacturing can work well in a downtown, while a larger operation or operation that may generate nuisances/environmental concerns may not.

Brownwood's cumulative zoning method is not lacking in benefits. For example, this approach does fully-enable residential uses in C-2A. Residential, particularly dense residential in urban form, is a critical component in providing a sustainable customer base for downtown and increasing the period of potential customer activity. This can be critical to businesses such as sit-down restaurants, general retail and even neighborhood-supportive uses that often add character to downtowns like barber shops. The ability to do some industrial is also a benefit, though it may need guardrails. Small-scale manufacturers also can transform economies through incremental, inclusive growth. Given Brownwood's industrial history, unique character, and variety of building types, preserving the ability to support small-scale manufacturing should be emphasized.

Recommendation

Comprehensively revise the permitted uses table as described previously with use consolidation and shift from a pure cumulative model to a modified cumulative model. This should include restricting or prohibiting some of the uses described above in the C-2A district, as well as adding use-specific standards to potentially address issues of scale, compatibility impacts and preservation of critical active street frontages (potentially an overlay issue).

10. Strengthen the Enabling of Diverse Housing Types

Diagnostic Observation

As stated above, Brownwood benefits from its cumulative zoning structure in how it supports housing in the downtown area. At the same time, the code is somewhat silent regarding certain types of housing forms, which can result in it not being clear to a property owner, developer, designer, or investor whether those types are allowed. Likewise, those types often prompt a need for additional standards, not to restrict, but to alter base standards of a district so that those housing types can function well without need for code interpretation, exceptions, or variances. For example, cottage courts and pocket neighborhoods have grown in popularity as a form of infill housing that blend well in neighborhoods, but they require unique standards for setbacks and the ability to take their frontage from a community green/open space. Likewise, it is unclear whether Accessory Dwelling Units (ADUs), like granny flats, backyard casitas and garage apartments, are permissible and in which districts, and whether they have any other unique regulations. For example, if an ADU is added to a single-family home property today, does it then constitute a duplex? Can a property owner add an ADU to a duplex property and if so, how many?

In addition, there is a growing national trend towards the elimination of exclusionary single-family detached zoning. While this is not germane to the districts in and surrounding the downtown study area, adjustments to the zoning ordinance should consider

this context. Many cities and states have chosen to eliminate or preempt local regulations limiting any residential district to single-family detached homes only. A common practice has been to enable at least ADUs, duplexes and townhomes, with others taking the step of allowing up to four units (which matches with Federal mortgage practice maximums for owner-occupied properties).

Recommendation

Comprehensively revise the permitted uses table as described above, providing for additional housing types and associated use-specific regulations to improve user understanding of the code and ensure regulatory barriers to such uses are avoided. Unnecessary restrictions should be avoided, such as owner-occupancy to accompany ADU regulations, and potentially size restrictions on ADUs. In addition, condominiums should be removed, as those are a method of ownership (condominium versus fee-simple) rather than a land use. Lodging uses should generally move to commercial categories. Specifically, the following residential uses should be addressed:

Single-Family, Detached	Accessory Dwelling Units	Duplexes
Single-Family, Attached and Townhomes	Cottage Courts	Tri-plexes, Quad-plexes
Single-Family, Patio Home	Group Living	Bed and Breakfast
Multi-Family	Manufactured and Mobile Homes	Private Dormitories
Assisted Living and Nursing		

11. Update and Simplify Building/Lot Standards and Building Form Regulations

Diagnostic Observation

Brownwood’s zoning districts would benefit from consolidation and simplification, though this is beyond the scope of a diagnostic report specific to downtown. Code of Ordinances Chapter 98, Article V, Division 4 contains height and area requirements tied back to district and use. This table has several attributes that contribute to difficult use and interpretation, and potentially create conflicts or barriers to adaptive reuse. Even the format itself is difficult to follow and interpret, such as how the standards apply to a vertical mixed-use building. In some cases, the regulatory methods used in the table are duplicative and prone to creating conflicts. Specifically, the following issues are identified:

- The table regulates height by both number of stories and physical height. The best practice is to transition to a simple regulation by physical height.
- The table includes twelve interpretative footnotes, many of which tie to residential adjacency. Best practice is to create a standalone section with all residential adjacency standards, and to include a cross-reference for applicability within the

use table. This benefits by creating nuance between uses within the same district. Specialized standards should be structured into the table, rather than as footnotes, for residential types requiring alternatives. Another option is to place those in a separate section with cross-reference.

- C-2A contains setbacks that create high potential for nonconformity and do not reflect common attributes of a downtown built environment. For example, General business does not have a front setback, while multifamily is subject to a suburban-style 25' front setback. Likewise, residential uses including multifamily have significantly lower maximum heights compared to general business. This presents a unique challenge, as some of the largest vacant buildings downtown (i.e. the Brownwood Hotel at Baker & Fisk) are upwards of 120-130 feet tall. In the modern economic climate, such buildings commonly have a residential component. Some footnotes, such as footnote 5, may make the historic building referenced above fully nonconformant. Likewise, rear and side setbacks do not apply to general business in most cases but do apply to multifamily. Brownwood Manor, a renovation of a historic building involving Low Income Housing Tax Credits (potentially in conjunction with Federal/State Historic Preservation Tax Credits), is approximately 60 feet tall. C-2A setbacks should be revised to reflect urban form standards for urban-style buildings, which often filled the entire lot. Many of the issues of compatibility with adjacent districts can and should be resolved through residential adjacency standards as identified above.
- The table for multifamily contains a 2,000 s.f. per unit standard, effectively restricting multifamily to 21.78 units per acre. This density does not support urban form multifamily. For example, a downtown 3-story building, with seven residential units (3 on each of the upper floors and 1 on the ground floor for Fair Housing Act compliance) on a 6,000 square foot lot, a common configuration appropriate in scale to Brownwood, is technically nearly 51 units per acre. Rather than rely upon density calculations, the intensity of multifamily should rely entirely on bulk standards (lot width, depth, setbacks and building height) at least in the downtown C-2A district.

Recommendation

The dimensional standards table should be comprehensively revised to address the above issues, regulating the built form in similarly throughout C-2A (and potentially other districts) regardless of use. It may be appropriate to place the dimensional standards nested with each zoning district, rather than as a single table. In addition, graphics should be added to clarify interpretation of setbacks and other dimensional standards.

12. Establish Standards for Urban Form and Active Frontages

Diagnostic Observation

Brownwood’s development regulations do not contain any standards to encourage active storefronts or an engaging pedestrian experience. There are no standards requiring build-to treatment of buildings, requirements for awnings/shade, glazing (window and door openings) or other interest elements. There is no language preventing an entire block frontage from becoming strip center with parking in the front. There is no language preventing blocks of blank walls, which contribute to pedestrian discomfort and reduce the walkshed for downtown customers.

Recommendation

Update the zoning ordinance to require minimal building and site design attributes in the C-2A district. For example, Brownwood could require at least 80 percent of the front line of a building be placed within a certain distance of the front property line (with an alternative to allow for dining and outdoor display to meet such a standard). The property owner, if on a corner property, would be able to designate the “front,” although Brownwood may want to require it for specific active corridors. Likewise, minimum glazing for the front and upper floors can help create a rhythm and interest for pedestrians, and create engaging storefronts, and be based on either area of the story or linear footage. Standards can be created for recessed storefront and building door openings.

This could be expanded to limit inactive storefront uses (offices, etc.) on certain active corridors, or coupled with programs to support creating interest in the inactive spaces such as coordinated public art displays. Further elements could include design elements such as tripartite building design (distinct ground floors, middle floors, and top floors).

13. Eliminate Minimum Parking Ratios Within the C-2A District

Diagnostic Observation

Parking requirements first sprung up in the United States in the 1920s when motor vehicles became the predominant form of transportation which caused crowded streets and dangerous driving and parking conditions. A century later, parking lots are a ubiquitous part of everyday life for most Americans that are often overlooked yet dominate the urban landscape, despite taking up nearly one-third of the land area in U.S. cities. Oversupply of parking has led to numerous problems, including: making suburban sprawl endemic even in small town settings, leading to more unnecessary driving and even more parking; causing housing as well as commercial lease spaces to be more costly, as adding parking spaces leads to higher developer costs; creating barriers to redevelopment of vacant or underutilized buildings, as complying with parking requirements makes such projects infeasible;

parking requirements deplete the tax base and alter the landscape negatively; increasing flooding risk with more and more concrete surface area; and contributing to urban heat island effects.

Such ratios, including those done by the Institute of Transportation Engineers (ITE), are typically based on minimal data and approximations that cannot be widely applied to other businesses, even of the same type. Many businesses have been forced to build parking lots that are never full even on the busiest days. This has prompted consideration across the country to eliminate minimum parking ratios. State and even Federal bills have been introduced nationwide that have called for preemption of such requirements, giving property owners sole discretion. Many cities have taken steps voluntarily to eliminate parking minimums. Even more have at least done so in downtowns as a minimum best practice.

Downtown Brownwood, like most downtowns, began its development cycle prior to zoning, prior to minimum parking ratios and prior to automobile-dependence. Downtowns, by their nature, are “park once and walk to multiple places” destinations that thrive on “pedestrian first” approaches to street design and urban design. Parking, more than any other development attribute, shapes the resulting built environment and experience of pedestrians. Parking lots cause breaks in active corridors, functioning like barriers that tend to make pedestrians less interested in continuing to the next active area. Those breaks create perceptions that the walking distance is too far. In addition, pedestrian comfort and safety is negatively affected by off-street parking, as they are often characterized by lack of shade and increased driveway cuts that create vehicle-pedestrian conflicts. Downtown Brownwood has more-than-sufficient parking already present downtown (perhaps too much), which already creates these breaks. In addition, there are no design standards for off-street parking to minimize their impact and maximize future opportunities to create active frontages.

Recommendation

Brownwood should eliminate minimum parking ratios in the C-2A zoning district. Likewise, in coordination with use consolidation discussed above, parking ratios should be streamlined, standardized to measurement methods, and simplified. Downtown Brownwood already has more parking than it needs to support revitalization, with any additional parking likely to undermine catalytic efforts to create active corridors throughout downtown. This, however, does not preclude the market from seeking to provide on-site parking. As a result, Brownwood should adopt standards for the placement and design of parking downtown. Brownwood could consider multiple pathways to accomplish this. For example, Brownwood could require an extensive landscape buffer along with trees for the perimeter of parking lots. Likewise, a parking placement setback could be instituted, requiring parking be set 30-40 feet back from the front property line along with screening like mentioned above. This approach provides opportunities to retrofit later with liner buildings, which are often relatively low cost per square foot and can be developed incrementally.

14. Provide Increased Flexibility for Parking Compliance

Diagnostic Observation

The ordinance has limited provisions for shared parking options. Efficiencies for mixed-use environments (within and near the site) are not addressed. Parking calculations and shared agreements should provide options to consider variations in peak activity between uses, such as office uses being generally active during the day, and restaurants/bars/ entertainment venues being busier at night. Adjacent on-street parking is not considered.

Recommendation

Evaluate the shared parking standards developed by ULI and consider incorporating them to expand the shared parking provision as well as alternative calculations. Establish reduced ratios for mixed-use circumstances. Consider variable treatment based on peak activity levels of various businesses.

15. Clarify Loading Space Applicability in Downtown

Diagnostic Observation

Section 98-634 contains language for loading space requirements. It includes a reference to the “C” zoning district, which under typical interpretive rules would mean any zoning district beginning with C, inclusive of C-2A. In addition, there is no indication of a size and location standard for loading spaces.

Recommendation

This language should be corrected to be specific to specifically state each zoning district for which it applies (or alternatively, exempt certain zoning districts). As written, it does not appear to apply to industrial districts where loading/unloading is often more common, but does apply to downtown commercial. A standard for the space size and location should be developed, with cities often having thresholds and exchanges for small and large loading spaces. The C-2A district should be exempt from loading requirements.

16. Establish/Update Lot of Record Language

Diagnostic Observation

Brownwood’s development regulations allude to the concept of a lot of record. In downtown settings, often from the moment the original townsite was platted, lot lines are often disregarded and lots were purchased in parts. Some of this was often buy

design—downtowns would have narrow lots with the idea being that a buyer would purchase as many as needed (often 20-25 foot lot width increments), building across lot lines. They would also barter with each other, purchasing smaller portions from a neighbor to support an expansion, many such transactions dating back to well before any standard state subdivision regulatory language. As a result, under a modern suburban subdivision ordinance are often viewed as not constituting a legal lot, prompting replatting to establish conformance. In reality, such replats often constitute unnecessary bureaucracy, attempting to correct lot arrangements that have been in their current form for as long as a century. This can be reconciled through creation of lot of record dates.

Recommendation

Establish a logical lot-of-record date for Brownwood within the Subdivision Ordinance. Doing so eliminates a cost and timing barrier for redevelopment of properties. This date should at least seek to capture most transactions by deed that occurred historically in downtown, but consideration should be given to instances of it happening elsewhere. Likewise, exemptions to platting in accordance with state law should be clarified.

In addition, the State of Texas in 2023 adopted a substantial reform to subdivision regulations. In the time since Brownwood adopted its subdivision regulations (and zoning regulations), a wide variety of state law changes have taken place. It is in Brownwood's best interest to comprehensively revise both its subdivision ordinance and zoning ordinance.

17. Update Sign Regulations for Legal Compliance and to Address Unique Sign Types in Downtown

Diagnostic Observation

Sign regulations are located as a separate ordinance. Like many cities, aspects of the sign regulations do not appear to comport with relevant case law on content neutrality. Likewise, it is not clear how sign regulations apply to a variety of sign types common in downtown settings, such as sidewalk-placed sandwich boards, marquees, awnings, blade/hanging signs, murals, and others.

Recommendation

Update sign types to include more common examples, integrating graphics as needed. Remove content-based regulations, emphasizing time, place and manner of sign placement. Consider a standard sandwich board provided to business owners in downtown as a Downtown Program initiative (to avoid issues related to recent court cases).

Consider the establishment of a formal public art program and method of registration, which provides a content-neutral pathway to treating types of art that exist in a grey area between art and signage in a manner that encourages public art.

18. Establish an Appropriate Historic Preservation Ordinance

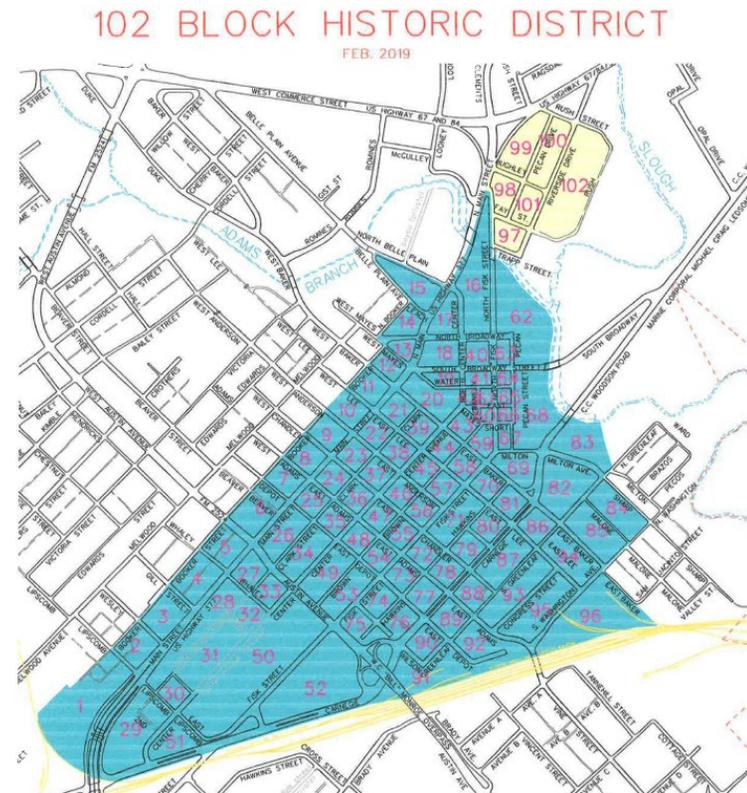
Diagnostic Observation

Article XIV of Chapter 78 of the Brownwood Code of Ordinances contains a small provision for a historic district bound as follows:

Beginning at Rush Street at US Highway 67/84 to Trapp Street to South Broadway to Adams Branch Bridge at CC Woodson to 300 Block of North Greenleaf to Sharp Street to North Washington to East Baker Street to RR Tracks to Austin Avenue to Carnegie to 377/Main to Booker Street to North Booker to Belle Plain Avenue to North Bell Plain to 377/North Main back to US Highway 67/84 and Rush Street (beginning).

Based on review of Ordinance 19-04, the purpose of this district is to allow utilization of flexible code requirements for historic buildings relevant under the International Fire Code and International Existing Building Code.

While this serves an important purpose, Brownwood remains vulnerable to the loss of character-giving historic resources found in the City. While there are several state historical markers, national register buildings/districts and history-oriented museums, there is not a historic preservation ordinance for local landmarks or local historic districts. With this missing, there is also no demolition by neglect provisions in Brownwood. Cities vary in how active their approach to preservation should be, with some designating landmarks and districts without specific design standards primarily to support use of flexible methods available under the International Existing Building Code and International Fire Code (as Brownwood as done), while others establish guidelines and standards and may take the step of establishing a Historic Preservation Commission coupled with requirements for owners to secure a Certificate of Appropriateness prior to making alterations.



Recommendation

Work to develop a historic preservation ordinance appropriate to Brownwood. One such approach is to establish the ordinance as a landmark designation program that relies upon property owners to consent to inclusion, which is also an easier path under state law. This approach can help support nominations to the National Register of Historic Places for additional properties. This designation does not necessarily create additional regulatory layers, but instead can help property owners to access State and Federal Historic Preservation Tax Credits. Likewise, this can help clarify eligibility for alternative code compliance under the International Existing Building Code as is already being done with Brownwood’s current ordinance. Based on observations, the community seems to prioritize voluntary efforts toward preservation and community pride/peer pressure, which has been successful in maintaining and enhancing the character of historic areas. It is notable, however, that multiple significant historic properties are vacant and appear neglected. At a minimum, continuing the voluntary efforts can be appropriate provided there is a substantial increase in providing resources and guidance to property owners. Brownwood, however, should have a conversation and consider creation of an overlay district/landmarking method with some prescriptive design standards for building design, which may avoid some concerns from property owners about the cost involved in period-accurate restoration materials or involvement of an additional commission in approvals.

19. Provide Appropriate Landscape Standards and Utility Underground Standards in Brownwood, with Special Considerations for Downtown

Diagnostic Observation

Brownwood’s Code of Ordinances does not contain standards for landscaping anywhere in the city. This is important to providing a positive first impression to the city, and plays a role in downtown by encouraging visitors to get off the highway and visit. In addition, an attractive built environment citywide fosters community pride and a sense of ownership. It is notable, however, that landscape standards for an urban environment like downtown typically take a different form than landscape standards applied in a suburban setting. In addition, Brownwood does not have requirements for the placement of franchised utilities, such as electric, underground, which results in reduced hazard resiliency, impaired aesthetics and streetscape limitations.

Recommendation

Create a landscape ordinance applicable to nonresidential and multifamily residential uses in Brownwood. It should provide a simple structure:

- Perimeter landscaping, with minimum depths variable by street type, providing for shade tree requirements and other plant and hardscape content. Lawns and sod should not be qualified. Substitution should be available via urban design

guidelines described above, or prescriptive language such as supporting street tree substitutions in the right of way, public art elements, planters and building elements like awnings that accomplish similar purposes.

- Parking lot landscaping, with requirements for landscape screening to create a headlight glare barrier at the edge of parking lots to prevent light trespass impacting motorists or adjacent land uses. This should be accompanied by minimum internal landscape elements to support landscape and shade tree proximity to parking spaces. Likewise, there should be requirements for parking aisle caps and islands, and some amount of landscape required for each parking space (i.e. 10 square feet for each parking space).
- Standards for installation and maintenance, and methods for alternative compliance to support creative solutions.
- Bufferyard approaches, which could potentially supplement or replace language around screening fences currently found throughout Code of Ordinances Chapter 98, Article V, Division 3. This can expand to address dumpster enclosures and placement.

Adopt regulations to require underground utility placements for new development and redevelopment scenarios. The following page contains an example ordinance from the City of Brownsville:

3.4.12 OTHER UNDERGROUND UTILITIES**A. General Provisions**

1. All distribution lines, cables, or utilities shall be installed below ground within the subdivision to eliminate the necessity for disturbing the street, curb and gutter, sidewalk and other services and structures when making connections.
 - a. When a new subdivision is developed in an area with existing above ground utility lines, the developer shall be responsible for locating the lines within the subdivision and along its perimeter underground.
 - b. Transmission lines or major cables to provide utilities such as electric, telephone, and cable television to the area may be located above ground on the perimeter of the subdivision being served, subject to discretion of the City Engineer.
 - c. The installation of these utilities shall conform to commonly accepted construction standards, subject to discretion of the City Engineer.
2. The developer or property owner shall provide separate service lines for water and wastewater to each lot or point of metering.
3. The developer or property owner shall coordinate with all other appropriate utility companies for the extension of their respective utility lines and service to and within the addition and for any costs or refunds of such cost.
4. All plats and site plans for residential and multi-family developments shall require all internal telephone lines, cable television lines, electric lines, and utility lateral and services lines and wires to be placed underground except as otherwise herein provided.
 - a. In special or unique circumstances or to avoid undue hardships, a Subdivision Waiver Petition may be approved by the City Engineer to permit the construction and maintenance of overhead electric utility lateral or services lines and of overhead telephone and cable tv lines and may approve any plat or site plan with such approved variances, waivers, or exceptions.
 - b. All Final Plats for residential and multi-family subdivisions submitted for approval by the City must display signature approval by utility companies prior to submittal.
 - (i) All multi-family site plans must display signature approval by utility companies before any building permits are issued.
 - (ii) No final plat or site plan shall be approved, and no building permit will be issued without such approval.
 - c. Where electrical service is to be placed underground, street or site facilities shall also be placed underground.
 - d. All electrical, cable television, and telephone support equipment (transformers, amplifiers, switching devices, etc.) necessary for underground installations in subdivisions shall be pad mounted or placed underground.
 - e. Nothing herein set forth shall prohibit or restrict any utility company from recovering the difference between the cost of overhead facilities and underground facilities.
 - (i) Each utility whose facilities are subject to the provisions of this UDC shall develop policies and cost reimbursement procedures with respect to the installation and extension of underground service.
- f. Unless specifically stated otherwise, temporary construction service may be provided by overhead utility lines and facilities without obtaining a waiver.
5. All installations regulated by the provisions set forth herein shall be in conformance with the intent of this ordinance and shall conform to any regulations or specifications that the various public utility companies may have in force from time to time.
6. Nothing in this ordinance shall be construed to require any existing facilities to be placed underground when no development is proposed.

B. Company Notification to City

All utility companies will notify the City, in writing, at least forty-eight (48) hours before digging, boring, drilling, etc.

20. Update Noise and Nuisance Regulations

Diagnostic Observation

Regulation of noise and nuisance is found in Code of Ordinances Chapter 34, with noise specifically located in Article V. It has not been substantially updated since the 1995 codification. Decibel levels are highly restrictive, to the point outdoor amplified music is generally not feasible. There is no variability based on proximity to residential property. There is no differentiation between music and non-music sound levels, and there is no connection between decibel level and duration of the noise. There is no permit for outdoor music venues to facilitate review and potential creation of sound impact plans when necessary. Generally speaking, decibel thresholds frequently used include 85 decibels in areas unlikely to impact residential areas (like a cultural district or downtown district, and even specific streets), with expiration of that level varying by day of week and time to reduce to 70 decibels. In addition, the ordinance does not contain important language references, such as *reasonable person* language that is useful to enforcement and compliance.

Recommendation

Brownwood should comprehensively rewrite their noise regulations to address elements itemized above in the diagnostic observations. Clear pathways to support outdoor amplified live music contribute to the arts as well as support nightlife businesses.

21. Establish Regulations to Support a Vacancy and Underoccupancy Reduction Program

Diagnostic Observation

One of the challenges in Brownwood is buildings that are either vacant or underoccupied. For example, Brownwood has some storefronts that are simply used for storage, largely because the building is paid for and the taxing carrying cost is limited. In some cases, owners may be absentee either due to distance or disinterest. For a city with as many historic resources as Brownwood, this presents a danger to maintaining character and preservation, as vacancy and underoccupancy make such buildings far more susceptible to demolition by neglect, squatting and fires. Fires are a particular risk, as most such buildings lack fire sprinklers, have combustible roofs, old wiring and often highly combustible items stored inside. In a downtown environment, this typically means it isn't just the one building at risk, but entire blocks. Texas is rife with stories of multi-alarm, multi-building fires in downtowns directly attributed to vacancy and underoccupancy.

Brownwood lacks significant regulations to support this beyond some health, life and safety elements found within property maintenance codes, fire codes and, when condemnation is a consideration, building codes. Condemnation should never be the goal, as it makes demolition far more likely. Instead, Brownwood should seek more proactive regulatory methods. It is imperative that such methods also be coupled with resources to resolve concerns.

Recommendation

Establish a comprehensive vacant buildings program, including regulations for registration, inspection, and requirements for occupancy and pair this with an incentive program. This supports historic preservation, reduction in the loss of historic resources, and activation of buildings to increase interest. The San Antonio program represents a national best practice that can be scaled. Others include Corpus Christi, Cuero, and Paris, though San Antonio has a more significant record of success. Other programs to consider are Canyon’s approach of having the Economic Development Corporation purchase and renovate buildings, followed by a lease program that includes affordable lease-to-own provisions.

22. Establish Right-of-Way Management Regulations to Support Street Activation

Diagnostic Observation

Brownwood’s Code of Ordinances does not appear to contain a traditional right of way management series

Example of Urban Design Guidelines Content

1. High-level plan identifying primary elements including character areas, corridors, public spaces, etc. that form basis for the guidelines.
2. Typical street sections, including travel lanes, on-street parking, bicycle infrastructure, streetscape and amenities, sidewalks, and other elements.
3. Discussion and standards for roadway elements.
 - a. Intersection treatments and crosswalks
 - b. Traffic calming strategies
 - c. Driveway and access management
 - d. Utility placement
 - e. Curb management
4. Discussion and standards for public realm elements
 - a. Building frontage zones
 - b. Sidewalk zone
 - c. Street furniture
 - d. Lighting
 - e. Signage and wayfinding
 - f. Public open spaces and plazas
 - g. Public art
 - h. Screening
 - i. Hardscape materials palette
5. Discussion and standards for landscape elements
 - a. Streetscape planting areas and street trees
 - b. Functional landscapes and green infrastructure
 - c. Preferred plant list and softscape materials palette
 - d. Performance criteria and maintenance requirements
6. Discussion and high-level standards related to building form and site design
 - a. Activation
 - b. Massing, height and scale
 - c. Building placement and setbacks
 - d. Building façade elements and articulation
 - i. Encroachments
 - e. Materials palette
 - f. Off-street parking

of regulations beyond use of right of way by franchised utilities, etc. Absent are standards for use by others, both active uses like sidewalk cafes using public sidewalks or parking spaces, and inactive occupancy of the right of way such as awnings and signage that may extend over the property line. Cities can and should have license agreement requirements for such occupancy, though such provisions should seek to minimize unnecessary bureaucracy while still providing protection for the city from liability. It is important to establish this type of language, as doing so makes explicit the ability to have street activation within the right of way that drives pedestrian interest. Many cities have taken this further, introducing concepts of parklets. The pandemic has revealed the importance of facilitating outdoor dining and engaging experiences, and parklets can provide a tool to test different configuration ideas.

Recommendation

Develop a new Right of Way Management Ordinance to comprehensively address the needs outlined in the diagnostic observation, above. Ensure beneficial elements, like sidewalk cafes/displays and parklets do not trigger additional off-street parking requirements. Consider expanding to allow a parklet program in which some on-street parking spaces can be converted to temporary, semi-permanent or permanent public space or space for restaurant use. This typically involves license agreements and compliance with standards for safety adjacent to travel lanes, accessibility and design quality. Some cities begin with a pilot program limiting the number of installations, while others establish long-term limits on a maximum number per block.

In addition, the city can consider adoption of language pertaining to regulation of small cellular network nodes and similar infrastructure. Likewise, the city can consider development of complete urban design guidelines and standards in downtown, which can establish an appropriate palette of materials, features and design for improvements in the right of way and other public spaces. This can be done independently, or in conjunction with Brownwood's first project downtown.

This page intentionally left blank



CITY OF **BROWNWOOD** DOWNTOWN PLAN



PREPARED BY:

Freese and Nichols, Inc.
1251 Sadler Drive, Building 1, Suite 1150
San Marcos, TX 78666
(512) 213-3200
freese.com