

CITY OF SANTA FE, TX

COMPREHENSIVE PLAN 2050



LETTER FROM MAYOR PITTMAN

All mayors believe their town to be unique, but Santa Fe is truly different from any of our neighbors and most cities in the state.

Within the city limits are parts of three towns founded in the late 1800s supported by farming, dairy, and ranching. Through the years, this rural heritage has been retained proudly by residents, although Santa Fe has become part of a rapidly developing region. Changes that come with development can be seemingly in direct conflict with the character that a community wants to maintain. However, the City of Santa Fe continues to work towards directing change to embrace the growth and still reflect who we are.

Santa Fe's Vision 2050 Comprehensive Plan assists in creating a vision for our future, helping to identify existing and potential needs, and discovering opportunities to address those needs. This plan has involved City staff, community leaders, business owners, and officials from taxing entities impacting Santa Fe. Most importantly, residents provided input, suggestions, and concerns during the plan's evolution the past several months.

As an example, the Santa Fe Vision 2050 Comprehensive Plan charts a path for solving future infrastructure needs. Water supply and drainage are already apparent issues for all of us and this plan addresses those issues to get ahead of future complications. The plan proposes ways to create an atmosphere where citizens of all ages can live, work, and play in Santa Fe. Innovative ideas are included on how to stimulate economic growth to attract employers, residents, and developers to distinguish us from other cities.

The City of Santa Fe looks forward to having the Vision 2050 Comprehensive Plan that will help us maintain the strength and pride we have today as we move into the future.



Mayor's signature

ACKNOWLEDGEMENTS

City Councilmembers

- Mayor Bill Pittman
- Brandon Noto
- Jason O'Brien
- Melanie Collins
- John Dickerson
- Dana Marks

Planning and Zoning Commission

- Glennie Hefner
- Wyndee Wagner-McGee
- Ronnie Willoughby
- Gary Smith
- Janet Davis
- Shannon Wofford

City Staff

- Alun Thomas
- Rudy Zepeda

Comprehensive Plan Advisory Committee

- Chris Anderson
- Dr. Kevin Bott
- Gina Bouvier
- Janet Davis
- Jodi Gidley
- Glennie Hefner
- Fidencio Leija
- Robbie Nelson
- James Newman
- Dan Seal

- Dennis Wagner
- Gina Welsh
- Bob Wylie

Consultants

- Mike Shelton, P.E., AICP
- Josie Ortiz, AICP
- Andi Vickers
- Jenny Lai
- Jenny Abrego
- Jessica Rossi
- William Patrick, P.E.

“

“The careful thought and deliberation that has gone into this Comprehensive Plan will allow City staff to make more educated and informed recommendations and decisions; truly, this is a document that will not just sit on a shelf” – Alun Thomas

“This Comprehensive Plan offers a clear vision for the future of Santa Fe. What a fantastic roadmap it is to fully plan for the opportunities ahead. Congratulations to Santa Fe for taking this important step forward!” – Dan Seal

“This long-range planning tool will provide a stable foundation and guidance for future generations and I'm happy to have been a small part of it!” – Janet Davis

“Being involved in the future Comprehensive Plan was a great honor. Talking with community leaders and citizens of Santa Fe to hear their thoughts and concerns is eye opening. With the growth of Santa Fe we don't always have control of businesses and opportunities coming into our city. I pray this plan will help Santa Fe move forward and recognize our potential growth” – Robbie Nelson

”

EXECUTIVE SUMMARY

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is looks 20-30 years into the future to help a community understand its needs and imagine its goals. Recommendations produced in the plan are intended to guide development such that the community's vision is achieved, and its needs are met.

Under Texas Law, a comprehensive plan may cover various essential components of a community – land use, housing, transportation, water, jobs, etc. – and it is recommended to be conducted every five years so that unanticipated changes are accounted for in relative real time. Comprehensive plans are highly recommended in applications for state and federal funding.

Comprehensive plans are not the same as and do not include zoning regulations.

Zoning regulations may be guided or informed by a comprehensive plan. The land use plan and other recommendations are not legally binding when the comprehensive plan is adopted, but they may be implemented at the discretion of the planning commission.

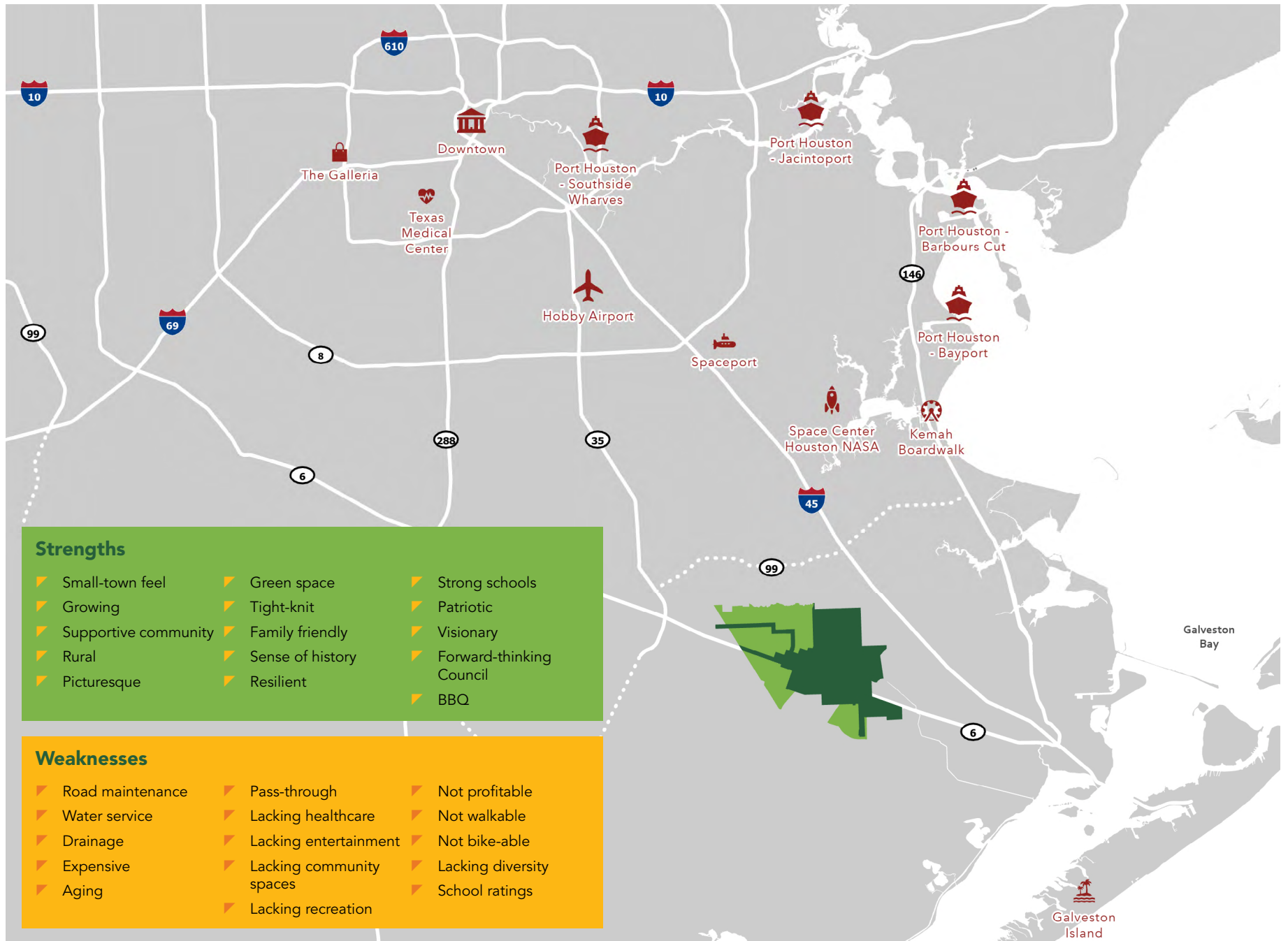
VISION

In Santa Fe, we want to enhance our **rural character** and friendly community through **intentional growth**, distinguishing ourselves in the region as a place where **people and businesses** can thrive for generations.

GOALS

- Save space for future infrastructure needs
- Attract businesses that will provide employment and entertainment opportunities
- Develop middle market housing inventory





Strengths

- Small-town feel
- Growing
- Supportive community
- Rural
- Picturesque
- Green space
- Tight-knit
- Family friendly
- Sense of history
- Resilient
- Strong schools
- Patriotic
- Visionary
- Forward-thinking Council
- BBQ

Weaknesses

- Road maintenance
- Water service
- Drainage
- Expensive
- Aging
- Pass-through
- Lacking healthcare
- Lacking entertainment
- Lacking community spaces
- Lacking recreation
- Not profitable
- Not walkable
- Not bike-able
- Lacking diversity
- School ratings

LAND USE

Analyzing land use helps identify how people and activities are distributed throughout a city, where people live, work, shop, go to school, etc. Land use mapping over time can demonstrate changes in development patterns and socioeconomic shifts.

The purpose of a Future Land Use Plan is to guide development, **not to control or enforce development.**

Zoning regulations may be guided or informed by a Future Land Use Plan and the Comprehensive Plan overall. These recommendations are not legally binding when the Comprehensive Plan is adopted, but they may be implemented at the discretion of the Planning Commission.

CHALLENGE

A rural community that lacks the necessary tax base to provide the quality of life that residents desire

OPPORTUNITY

Maintain a small-town feel while encouraging development of place types in locations that are compatible with the surrounding areas



Public/Natural

PUBLIC USE

PARKS AND OPEN SPACES

NATURAL AREAS & OUTDOOR TOURISM

AGRICULTURE



Residential

URBAN LIVING

COMPACT RESIDENTIAL

TRADITIONAL RESIDENTIAL

ESTATE LIVING



Commercial

COMMERCIAL CENTER

TOWN CENTER

MIXED-USE CENTER

NEIGHBORHOOD COMMERCIAL



Industrial

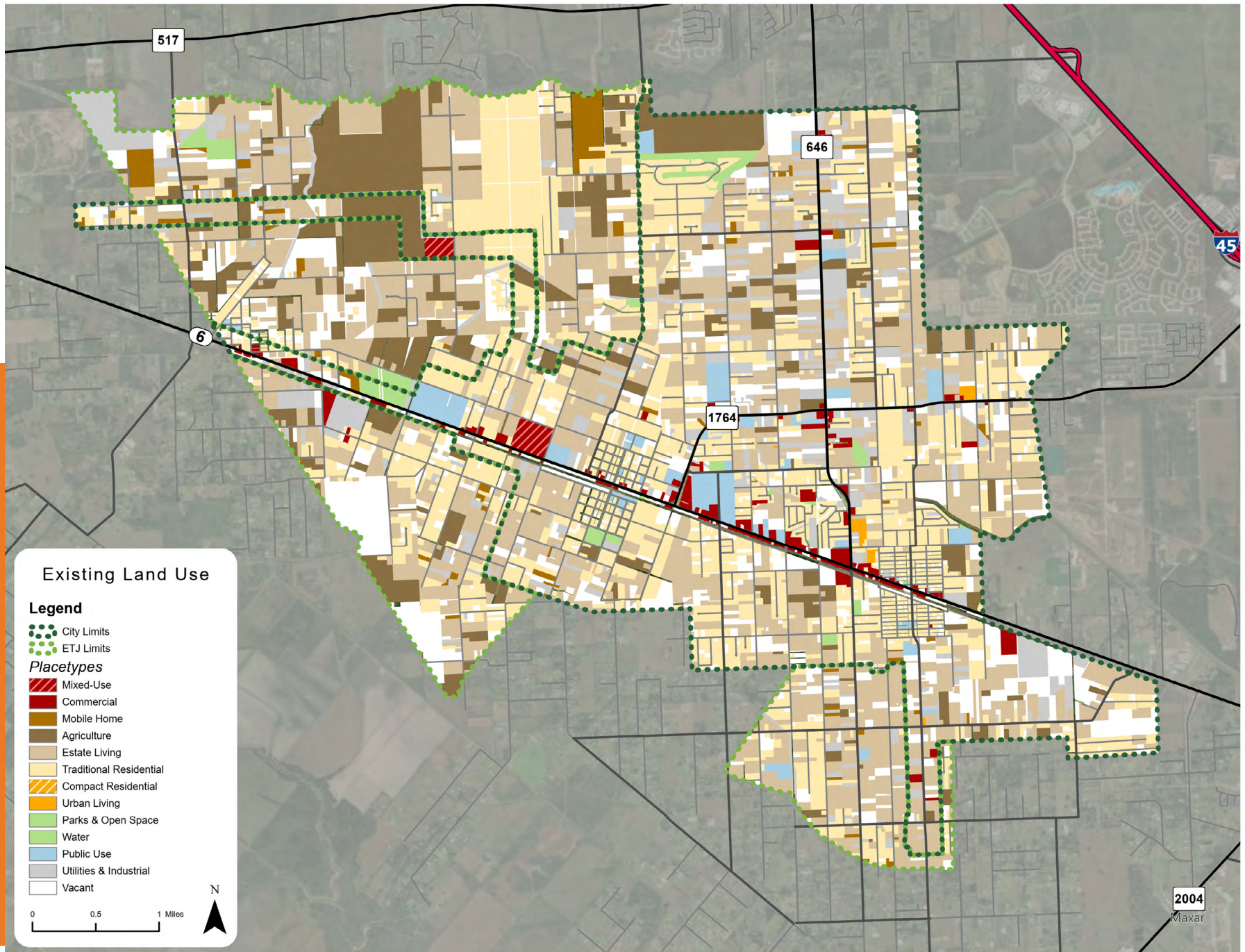
MANUFACTURING & WAREHOUSE

BUSINESS PARK

PROFESSIONAL SERVICES

Recommended Actions

- Update the Unified Development Code
- Provide user-friendly online tools to help navigate the development process
- Foster an ongoing dialogue with the public about the Future Land Use Plan



ECONOMIC DEVELOPMENT

An analysis of the local economy in Santa Fe indicates an above average retail trade share; however, residents mention that retail options are not diverse and that they often leave the city to shop.

Most residents leave the city to work, and since 2019 office space vacancy has increased in comparison to the region.

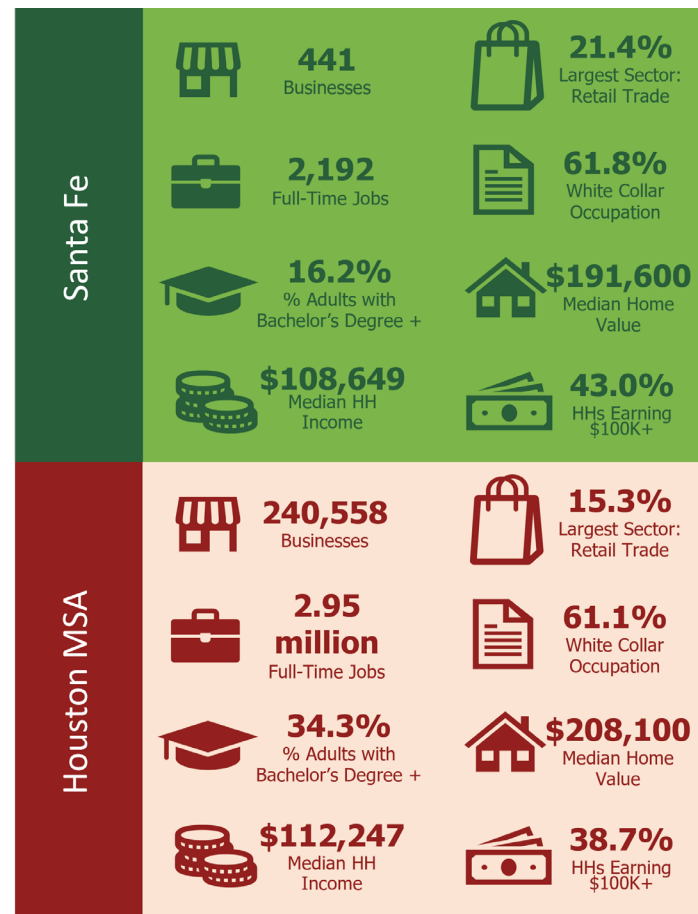
Increasing the workday population and providing more opportunities for residents to live and work in Santa Fe would help strengthen the local economy and make the city more attractive for potential residents.

CHALLENGE

Young adults and families are choosing neighboring communities due to Santa Fe's lack of variety in entertainment, employment and educational opportunities

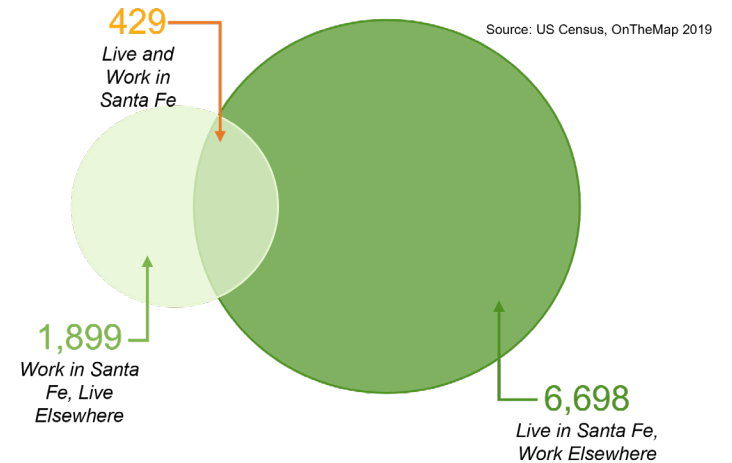
OPPORTUNITY

Continue to support existing local businesses while attracting employers that can provide a variety of jobs, entertainment, and basic needs; provide work training or other supplemental education



Placetypes	Area (acres)	FAR	Employment Type	Jobs
Commercial Center	667	0.15	Retail	8,715
Neighborhood Commercial	113	0.15	Retail	1,470
Public Use	642	0.10	Education / Religious	3,728
Business Park / Professional Services	356	0.20	Service	10,317
Manufacturing & Warehouse	220	0.05	Basic	439
Town Center / Mixed-Use	818	0.15	Retail / Service	34,363
Total	2,816	-	-	59,032

Employment parcels (proposed) account for 16% of the entire City + ETJ area



An analysis of the Future Land Use Plan indicates that full build out would provide 59,000 jobs within the City and ETJ. The city should also provide workforce training to support residents that desire alternatives to four-year degrees.

Recommended Actions

- Develop a strategic economic plan with the EDC
- Provide diverse economic opportunities through regional partnerships
- Expand support for existing and future local businesses
- Strengthen the mutually beneficial relationship with Santa Fe ISD

MOBILITY

CHALLENGE

Unique geographic and infrastructure barriers to roadway connections across the city; absence of facilities for recreational use

OPPORTUNITY

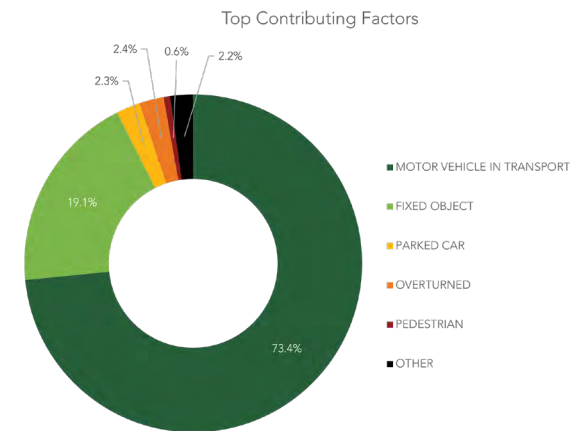
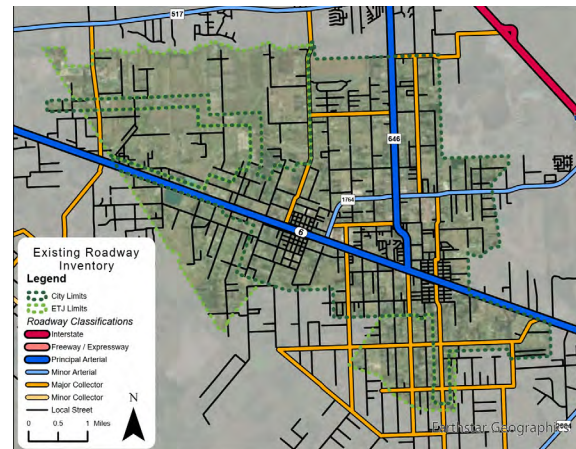
Increase connectivity across the city and allow for additional recreational transportation options and mode choice where appropriate

Mobility planning is a practice that establishes the City's transportation policy direction and provides a long-term overview of major transportation improvements.

Santa Fe has no current mobility planning efforts. With an increase in development activity, future planning is recommended to keep the transportation network running smoothly.

A Thoroughfare Plan is a tool that enables the city to preserve future roadway corridors and protect or acquire the necessary right-of-way to improve the local thoroughfare network.

Santa Fe does not have a Thoroughfare Plan.



1,276

Total Crashes

5

Fatal Crashes

24

Crashes Involving Pedestrians & Cyclists

CONCEPTUAL PLAN

It is anticipated that the completion of SH 99 and the Bay Area Boulevard extension will stimulate development and have a ripple effect into Santa Fe from the north. The two major thoroughfares that cross Dickinson Bayou and provide access to FM 517 will likely become overburdened without additional north-south roads to provide access.



Recommended Actions

- Conduct an official Mobility Plan that includes a Thoroughfare Plan
- Establish Roadway Impact Fees to implement roadway projects
- Implement safety measures for non-vehicular modes

INFRASTRUCTURE

CHALLENGE

Existing infrastructure is insufficient to support existing and incoming growth

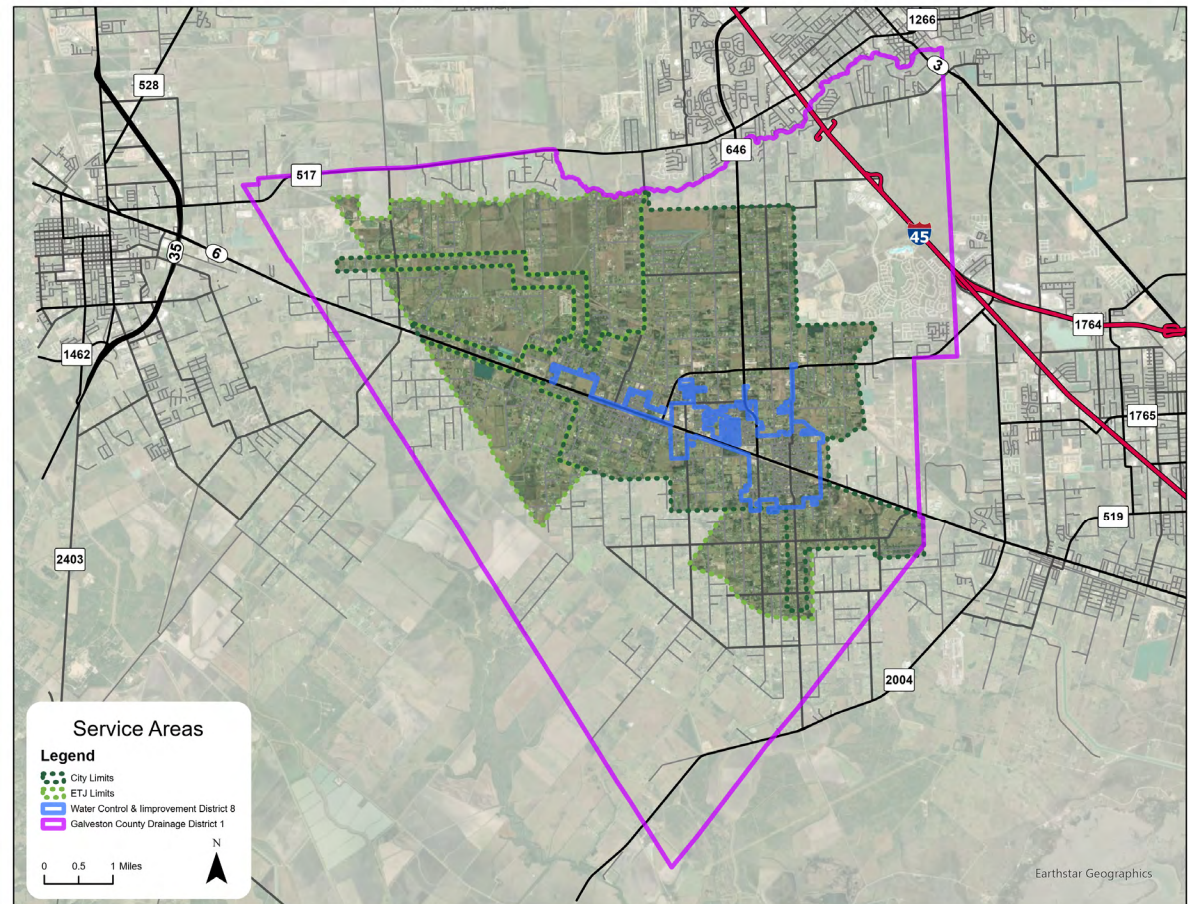
OPPORTUNITY

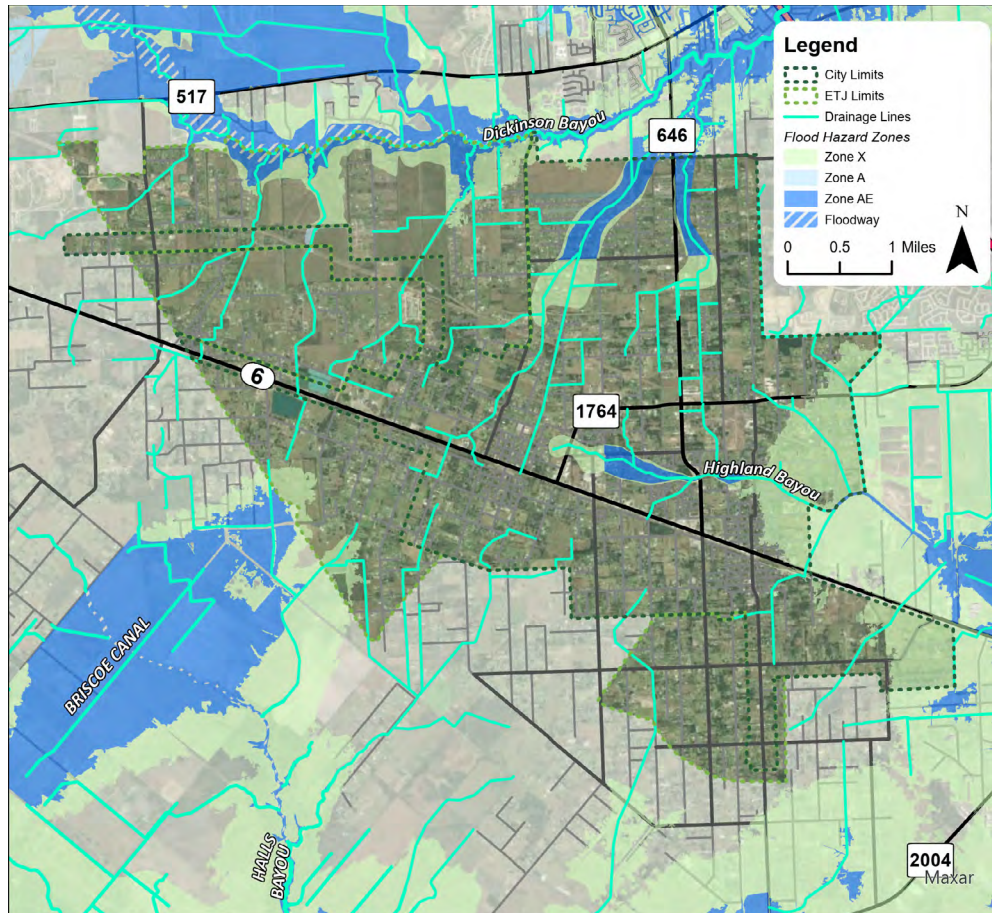
Provide and maintain quality infrastructure that supports existing needs and incoming growth

Service for water and wastewater is managed by Galveston County Water Control and Improvement District 8 (WCID 8). The Galveston County Drainage District 1 (DD 1) is responsible for reclamation and drainage of overflowed lands and other lands needing drainage.

WCID 8 and DD 1 save the City from capital improvement planning as well as operations and maintenance expenses. However, it is necessary to maintain a positive working relationship between all three groups such that the infrastructure in Santa Fe can keep pace with development.

Water and wastewater not serviced by WCID 8 is provided by a series of wells and septic fields. While there are risks to independently-managed well-and-septic systems, most households in Santa Fe prefer this to paying for the service.





A Utility Master Plan was completed by Kimley-Horn in 2019 and proposed a water distribution and wastewater collection system. This plan is intended to serve as a basis for subsequent capital improvement planning (CIP) efforts as new developments are considered and as the Comprehensive Plan is implemented. Some deliverables of the Utility Master Plan include:

- Design criteria memos
- Lists of potential improvement projects
- System maps to assist in CIP

Performing a Drainage Master Plan would:

- Provide a detailed study of floodways and floodplains
- Evaluate current and future facilities based on local criteria and federal requirements
- Identify and prioritize potential improvements

Recommended Actions

- Acquire a GIS platform
- Initiate Capital Improvements Planning
- Partner with Drainage District 1 to conduct a Drainage Master Plan
- Collaborate with Water Control and Improvement District 8 to implement Water & Wastewater Impact Fees

01

INTRODUCTION

WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan is intended to help a community visualize its future and the many possibilities that it holds. The Plan looks 20-30 years into the future to understand the community's incoming needs. Recommendations produced in the Plan are intended to guide development such that the community's vision is achieved, and its needs are met.

Under Texas Law, a Comprehensive Plan may cover various essential components of a community

Land Use | Housing | Transportation | Water | Jobs

and may consist of a coordinated collection of plans or a single plan, as in the case of Vision 2050. This type of plan is typically a long-range study, and it is recommended for a municipality to conduct the study every five years so that unanticipated changes are accounted for in relative real time. Comprehensive Plans are highly recommended in applications for state and federal funding.

Comprehensive Plans are not the same as and do not include zoning regulations.

Zoning regulations may be guided or informed by a Comprehensive Plan. The land use plan and other recommendations are not legally binding when the Comprehensive Plan is adopted, but they may be implemented at the discretion of the planning commission.

VISION

Establishing a Vision early in the Comprehensive Plan allows a community to dream ambitiously and rally together to bring it into reality. Stakeholders communicate concerns, interests, and priorities that weave a tangible Vision. This Vision guides analysis and provides context for recommendations throughout the Plan.

NEEDS

Through data collection and analysis, the community's concerns, interests, and priorities are validated. Current deficiencies are identified and short-, mid-, and long-run needs are projected. Preparing for and fulfilling these needs is foundational to achieving the community's Vision. When the needs are understood, appropriate actions can be recommended.

ACTION

The real work begins when the governing body adopts the Comprehensive Plan. The plan may outline a step-by-step recommendation implementation process, include guidance on accessing necessary funds, and suggest changes to policies, all with the goal of addressing the community's needs and achieving its Vision. This process may outlive the plan and requires commitment from the entire community.

HOW TO USE THIS PLAN

Vision 2050 is intentionally general. Comprehensive Plans like this cover a wide variety of topics and provide overarching guidance on tackling interrelated topics. Vision 2050 defines Santa Fe's goals for future growth and focuses on areas with the greatest needs. This plan also lays out the road map for applying specific actions in the direction of those goals and needs. Overall, the plan serves the following purposes:

✔ **Get to Know Santa Fe**

Vision 2050 presents Santa Fe as it is today and looks forward towards its possible futures. This plan intends to put Santa Fe on the map for those who have not yet heard of it, illustrating its unique rural character long-hidden in the metropolis of the Houston-Galveston area. This plan serves local and regional decision makers, prospective residents and business owners, and current members of the Santa Fe community with the intention of informing future initiatives.

✔ **Attract and Guide Development**

Vision 2050 ensures that proposed developments support the community's long-term goals by assisting in the evaluation of public and private development proposals. This plan serves as a guide for zoning and subdivision regulations, water planning and policy, flood hazard regulations, annexation decisions and other decisions guided by these regulations.

✔ **Identify Future Studies**

Vision 2050 helps identify future action steps to address specific needs, such as conducting follow-up plans and studies. This plan informs the capital improvement program and budgeting process.

✔ **Coordinate Entities and Initiatives**

Vision 2050 informs local and regional planning initiatives at the city, county and regional levels. This plan identifies responsible parties for recommended actions and outlines methods of coordination between overlapping and intersecting entities.

WHAT IS VISION 2050 ABOUT?

VISION

In Santa Fe, we want to enhance our rural character and friendly community through intentional growth, distinguishing ourselves in the region as a place where people and businesses can thrive for generations.

01

Public Engagement

explains the purpose and process of engaging with the Comprehensive Plan Advisory Committee (CPAC), stakeholders, decision makers, and members of the general public

02

Community Profile

provides a holistic evaluation of the city on its own, within the region, and in relation to peer cities

03

Placemaking

identifies the existing and potential components that put Santa Fe on the map

04

Land Use

reviews Santa Fe's existing land use makeup and proposes changes that support incoming growth while maintaining its desired character

05

Economic Development

analyzes Santa Fe's ability to provide jobs, entertainment, and basic needs and provides insight on how to support healthy economic growth

06

Housing – examines trends that influence homeownership in Santa Fe and recommends development of middle market housing

07

Mobility – reviews the existing transportation network and recommends an official Thoroughfare Plan with the goal of increased connectivity and mode choices

08

Parks & Open Spaces – describes the inaccessibility of recreational space and recommends improved maintenance and a full Parks & Trails Master Plan

09

Infrastructure – reviews the existing conditions of public facilities and describes the need for expansion and enhancement in the face of population growth

10

Implementation – summarizes the recommendations made in each chapter into one implementation matrix that specifies the timeline, responsible parties, and potential funding sources

Project Start

- **May 10, 2022** – Project Start
- **Tuesday, July 12, 2022** – 1st CPAC Meeting
- **Tuesday, August 2, 2022** – 1st Public Workshop
- **Tuesday, August 23, 2022** – 2nd CPAC Meeting
- **Tuesday, September 13, 2022** – 2nd Public Workshop
- **Tuesday Wednesday, September 27, 2022** – Stakeholder Meetings
- **Wednesday, September 28, 2022** – Stakeholder Meetings
- **Tuesday, October 4, 2022** – Meeting with Planning and Zoning Commission
- **Tuesday, October 11, 2022** – Stakeholder Meeting
- **Thursday, November 3, 2022** – 3rd Public Workshop
- **Tuesday, November 15, 2022** – 4th CPAC Meeting
- **Thursday, December 1, 2022** – 3rd Public Workshop
- **December 2022** – Report Writing Begins
- **Thursday, February 2, 2023** – 5th Public Workshop
- **Tuesday, February 21, 2023** – 4th CPAC Meeting
- **Thursday, March 30, 2023** – 6th Public Workshop
- **Monday, April 24, 2023** – Finish First Draft of Report
- **Monday, May 1, 2023** – 5th CPAC Meeting
- **May 2023** – Finish Final Draft of Report
- **June 2023** – Project End

Adoption



02

PUBLIC ENGAGEMENT

COMMUNITY ENGAGEMENT PROCESS



May it be a 3rd generation Santa Fe resident or someone who just moved here from out of state, ensuring that residents of Santa Fe participated in each step of the engagement was critical to the creation of this Comprehensive Plan.

A total of **6 Community Meetings, 5 Comprehensive Plan Advisory Committee Meetings, and 1 meeting with the Planning and Zoning Commission were held.** Three rounds of public engagement activities were held on the project website, www.vision4sftx.com. The engagement process took place from July 2022 to May 2023.



Public Meeting #1

Introduction to the
Comprehensive Plan
Tuesday, August 2,
6-7pm
Santa Fe City Hall,
12002 Hwy 6

Public Meeting #2

Visual Preference
Survey/Dot Exercise
Tuesday, September
13, 6-8pm
Santa Fe High School,
16000 Hwy 6

Public Meeting

Catalyst Site
Discussion
Thursday, November
3, 6-8pm
Santa Fe Baptist
Church, 12902 6th



Public Stakeholders:

- Economic Development Corporation
- Planning and Zoning Committee
- Santa Fe Chamber of Commerce
- Real Estate Community
- Development Representatives
- Landowners
- Santa Fe ISD
- Agencies: HGAC, TxDOT, Galveston County Drainage District No. 1, WCID 8

Comprehensive Plan Advisory Committee:

- Fire and Rescue
- Santa Fe Chamber of Commerce
- Santa Fe Economic Development Corporation
- Bay Area Houston Economic Partnership
- Water Control Improvement District
- Santa Fe ISD
- Santa Fe ISD Education Foundation
- Real Estate community
- Planning & Zoning Commission
- City Historian
- Galveston County Drainage District No. 1
- City of Santa Fe

#3
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Public Meeting #4

Catalyst Site Discussion Continued
Thursday, December 1, 6-8pm
Fire Training Center, 13112 Highway 6

Public Meeting #5

Future Land Use Plan Discussion
Thursday, February 2, 6-8pm
Fire Training Center, 13112 Highway 6

Public Meeting #6

Future Land Use Plan Discussion
Thursday, November 3, 6-8pm
Santa Fe City Hall, 12002 Hwy 6



COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC)

The CPAC is a group of residents appointed by the City Council to work with City staff and the City's planning consultant in the development, facilitation, production, and delivery of a new City of Santa Fe Comprehensive Plan. City Council appointed 16 individuals to be a part of the CPAC and included representatives from:

- Fire and Rescue
- Chamber of Commerce
- Economic Development Corporation
- Bay Area Houston Economic Partnership
- Water Control Improvement District
- Santa Fe ISD
- Santa Fe ISD Education Foundation
- Real Estate community
- Planning & Zoning Commission
- City Historian
- Drainage District
- City of Santa Fe

The CPAC helped to advertise the public meetings and the online website. Many attended the public meetings to hear resident feedback.



STAKEHOLDER MEETINGS

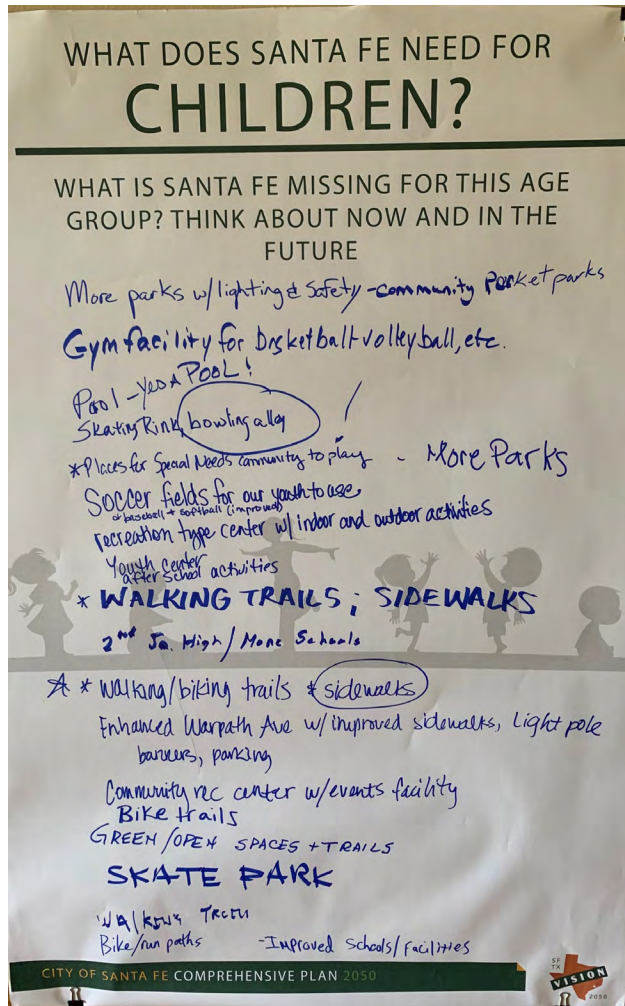
General Questions for the Interviewees

- What is your organization's role in land use planning in Santa Fe?
- What major opportunities do you see for Santa Fe in the next 20-30 years?
- What land use / infrastructure improvements would help retain existing businesses and attract new businesses?
- What would make this Comprehensive Plan effort a success in your eyes?
- What do you think are the greatest risks or threats to the Comprehensive Plan's success?
- How would you like to keep updated through the rest of the project? What's the best way to reach you?

Stakeholder interview meetings were held with the following organizations at the beginning of the project. A series of general questions were asked to all groups. A specific set of questions was asked to each individual group to better understand the city through the role of the organization and their overall expertise in their fields:

- Galveston County Water Control Improvement District #8
- Santa Fe Chamber of Commerce
- Houston-Galveston Area Council
- Real Estate Community
- Galveston County
- Economic Development Corporation

COMMUNITY MEETINGS



6 community meetings were held with a total of 180 participants (60 unique).

Major themes heard include:

- Keep small town feel
- Additional parks and recreational areas are desired
- Need more things to do
- Need a better mix of retail types and restaurants
- Workforce training / senior learning

Category	% of Budget
Recreation	33%
Health & Safety	24%
Travel Choice	19%
Economic Prosperity	14%
Traffic	7%
Sustainability	3%

Participants were given coins to "budget" to different categories. This exercise simulated community priorities.

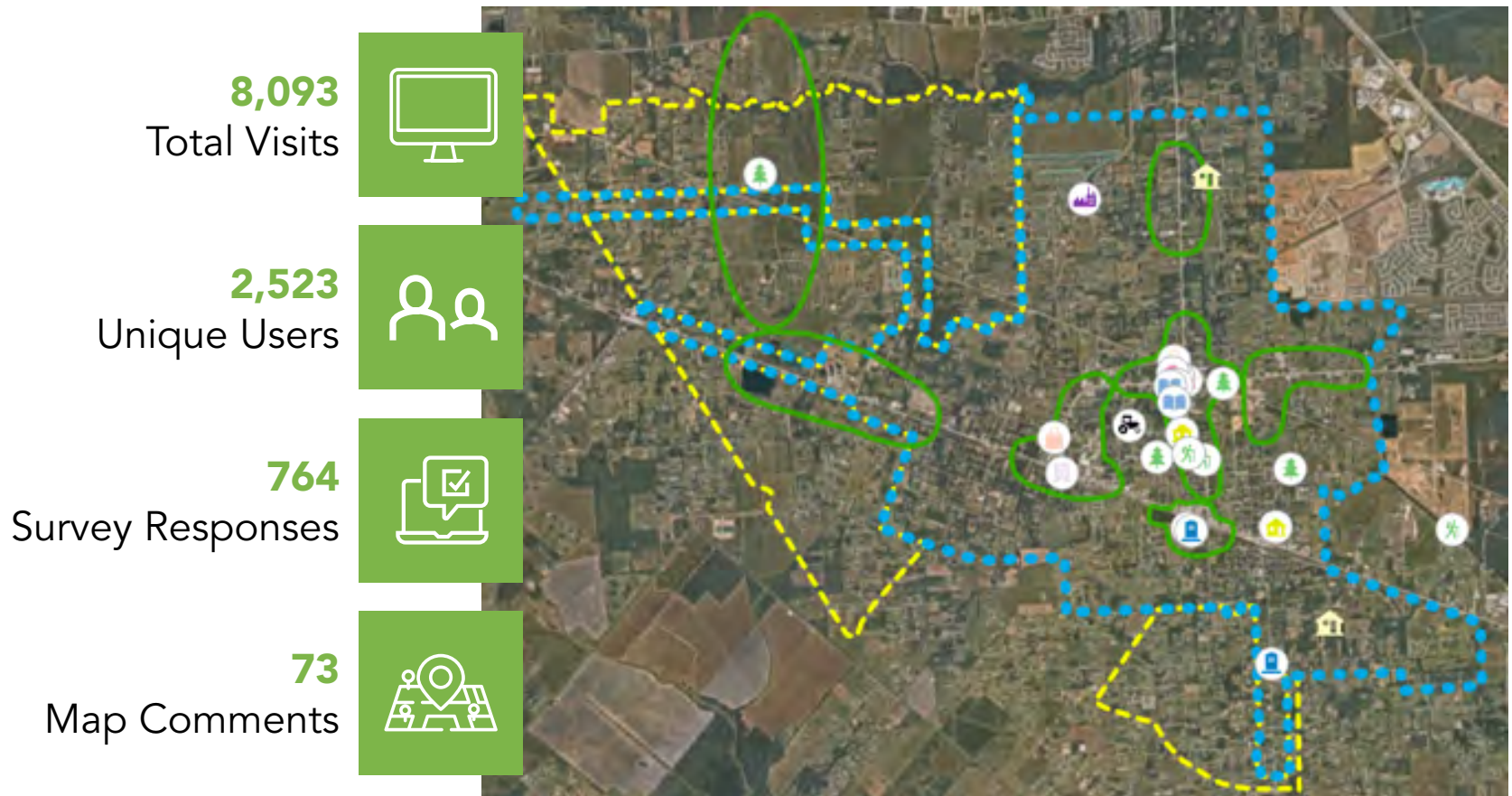


Meeting materials and summaries of the meetings are provided in the Appendix

ONLINE ENGAGEMENT METRICS

Three total rounds of online public engagement were conducted for this Comprehensive Plan. Each activity that was presented online was also presented during the in-person community meetings. Activities included the following:

- General Comment Map (August 2 - September 30, 2022)
- Catalyst Site Map (October 28 – December 16, 2022)
- Proposed Future Land Use Map (February 6 – February 28, 2023)



At the public meetings, children were invited to draw their ideal Santa Fe. **What do you want your town to look like in the next 20 years?**

- Is there something missing, if so what?
- Do you have a favorite thing or place in your neighborhood that you love to visit or see?
- How would you like to get around? On your feet, on two wheels, on a scooter, on a dinosaur?
- Where do you want to live? In a house? In an apartment? With your grandparents? With your friends?
- Where do you want to play, relax, and exercise? In the park? In the mountains? In the river? At the library?
- Do you have an idea of where kids can play together that your neighborhood doesn't have?
- Where do you want your food to come from? Your backyard? School? The store? Somewhere else?



03

COMMUNITY PROFILE

1873 – The Gulf Colorado & Santa Fe (GC&SF) Railway began constructing a freight route between Denver and Galveston

1890 – Henry J Runge bought the land around the GC&SF station near Hall's Bayou and platted the town of Arcadia, including what is known today as Runge Park

1893 – The Alta Loma Investment and Improvement Company platted the town of Alta Loma along the GC&SF freight route

1894 – James W. Skirvin led the first settlers to Alta Loma; the Alta Loma's post office was established

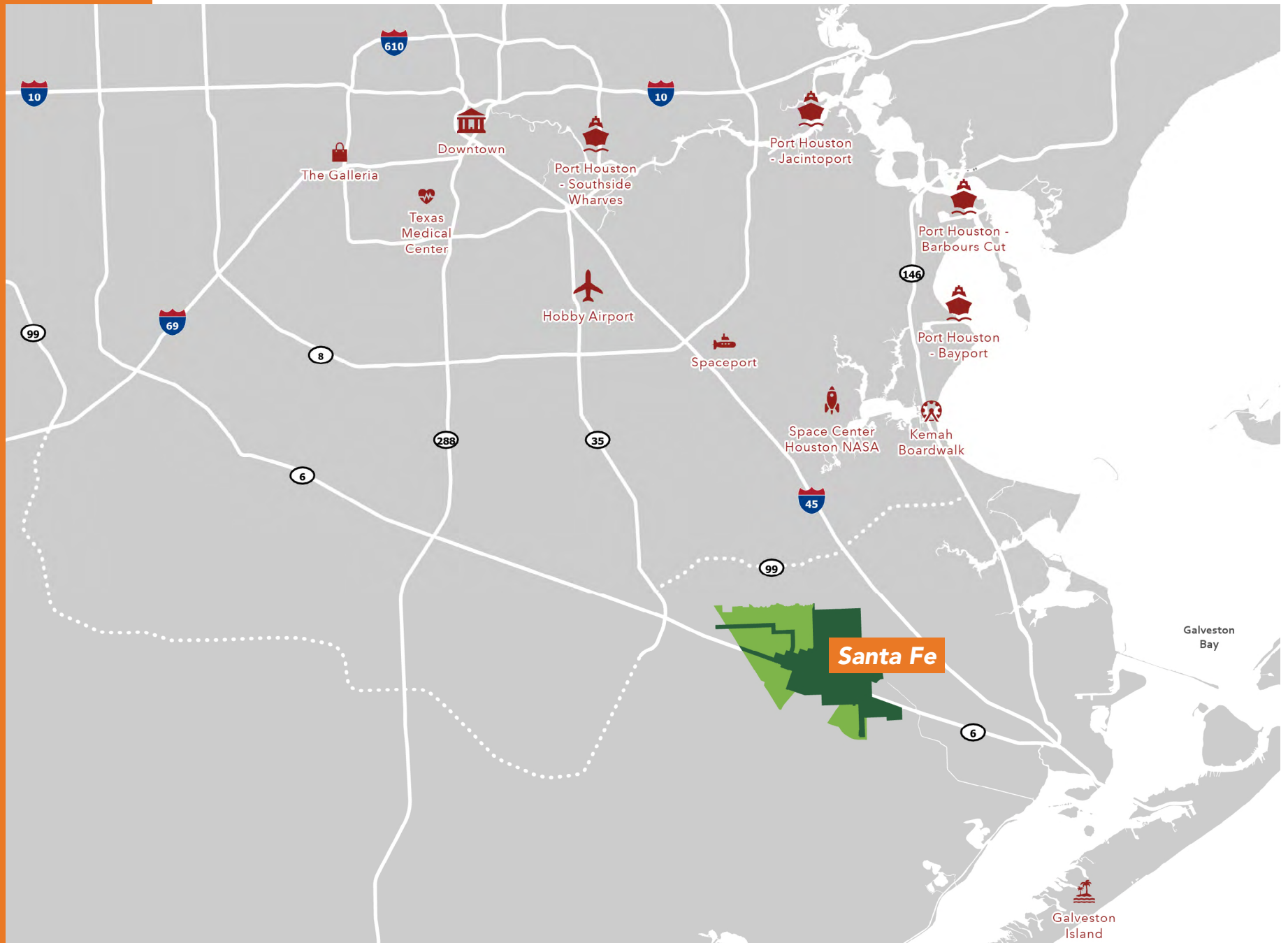
1897 – The Blum Land Company established the town of Algoa along the GC&SF freight route

1927 – The first consolidated school district in Galveston County was established: the first high school was built within a year (named after the railway between the towns). This officially connected Arcadia, Alta Loma, and Algoa for the first time

1975 – The City of Hitchcock held a meeting to discuss the possible annexation of the towns of Arcadia and Alta Loma

1977 – In October, the City of Hitchcock began moving forward with annexation of Santa Fe (name agreed upon by Alta Loma and Arcadia due to the existing high school)

1978 – Citizens of Alta Loma and Arcadia voted to officially incorporate as one city to avoid being annexed by Hitchcock



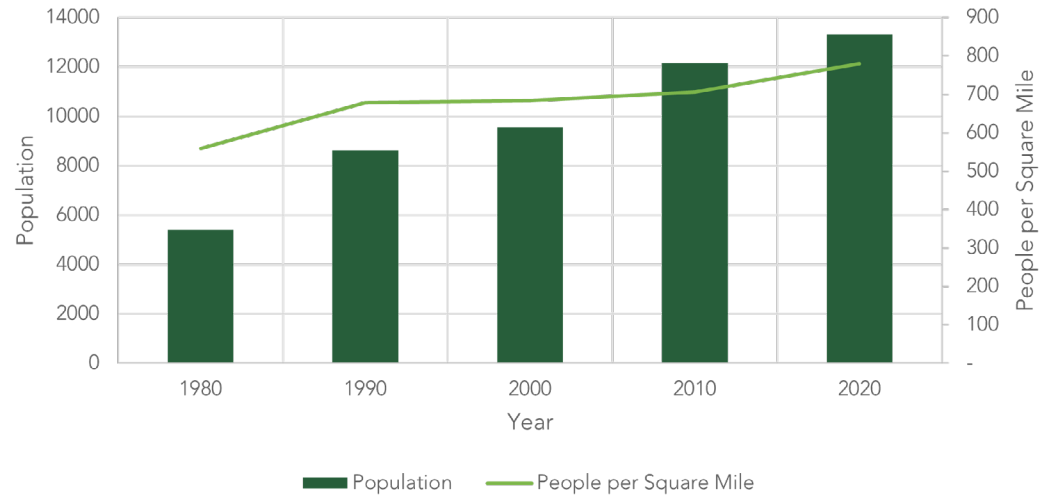
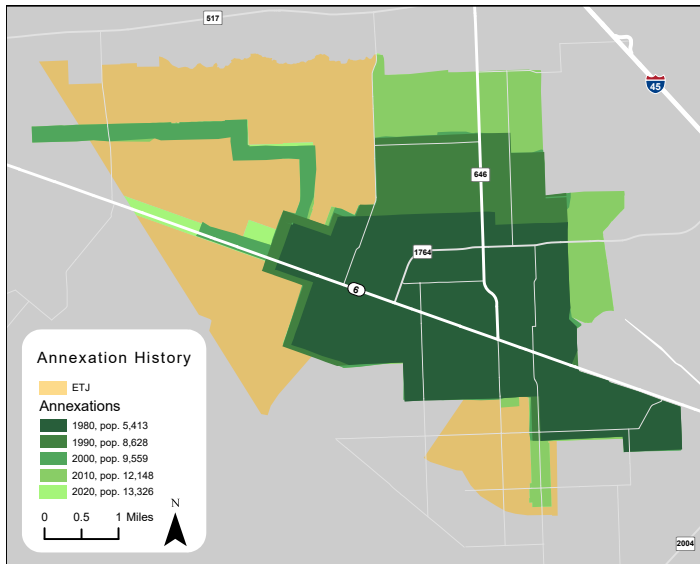


Strengths

- Small-town feel
- Growing
- Supportive community
- Rural
- Picturesque
- Green space
- Tight-knit
- Family friendly
- Sense of history
- Resilient
- Strong schools
- Patriotic
- Visionary
- Forward-thinking Council
- BBQ

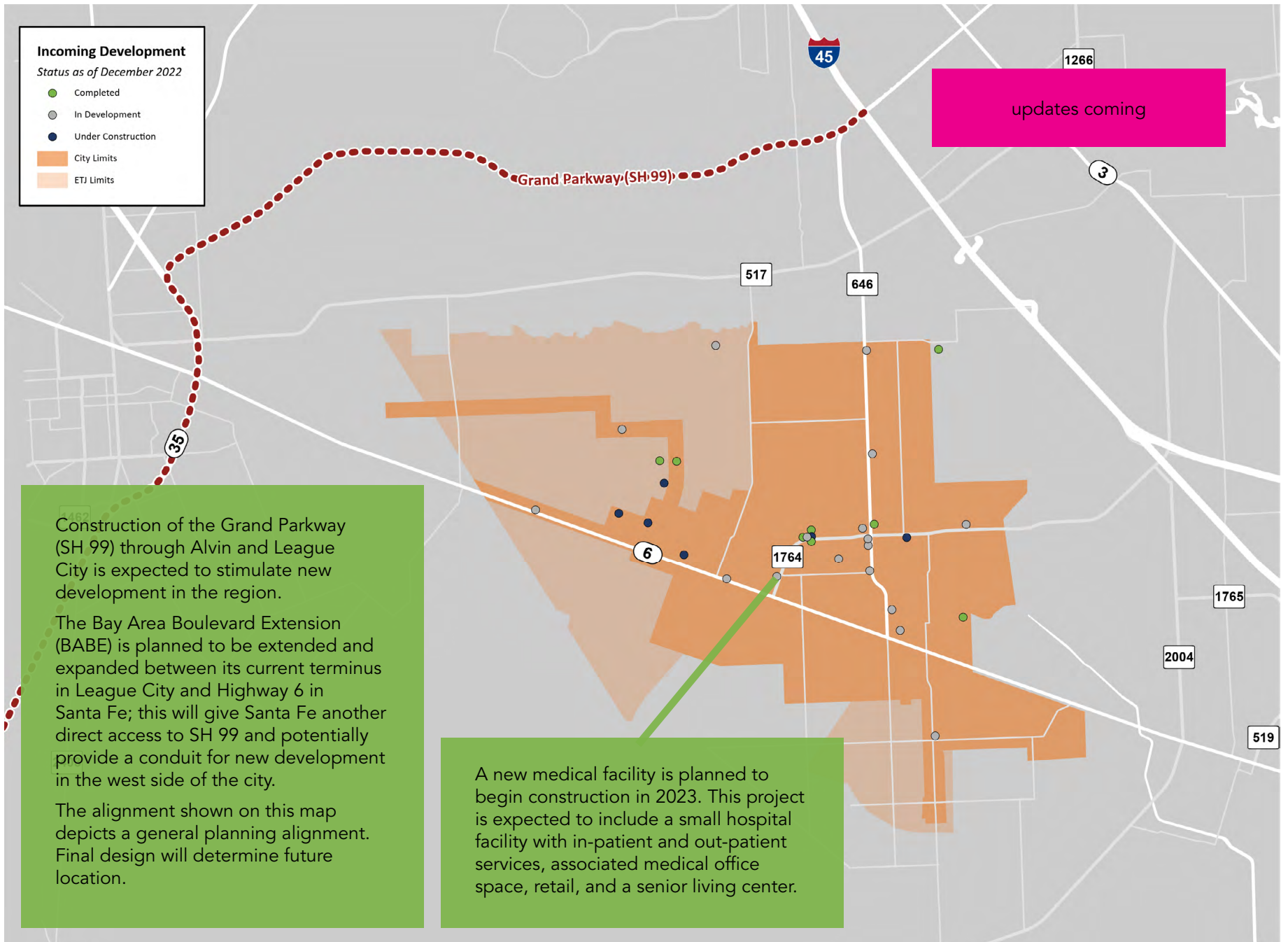
Weaknesses

- Road maintenance
- Water service
- Drainage
- Expensive
- Aging
- Pass-through
- Lacking healthcare
- Lacking entertainment
- Lacking community spaces
- Lacking recreation
- Not profitable
- Not walkable
- Not bike-able
- Lacking diversity
- School ratings



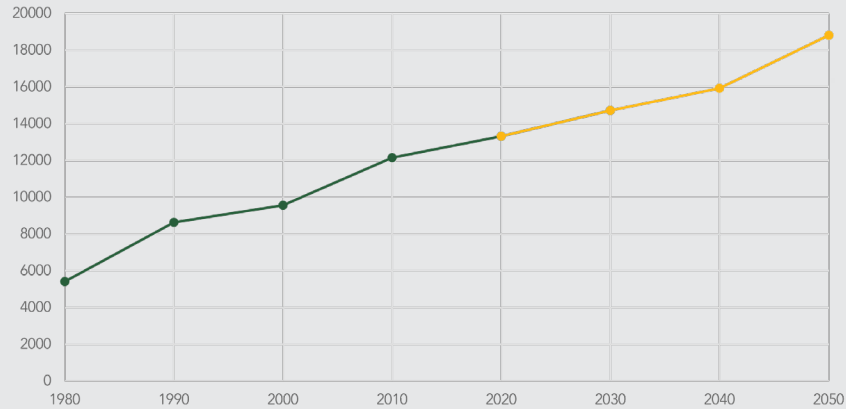
The townships of Arcadia and Alta Loma officially incorporated into one city in 1978. Algoa, their neighbor to the west, has not been fully annexed, but mostly resides within Santa Fe's extraterritorial jurisdiction (ETJ).

Since 1978, there have been 19 annexations. As the physical size of the city has grown, so has the population.



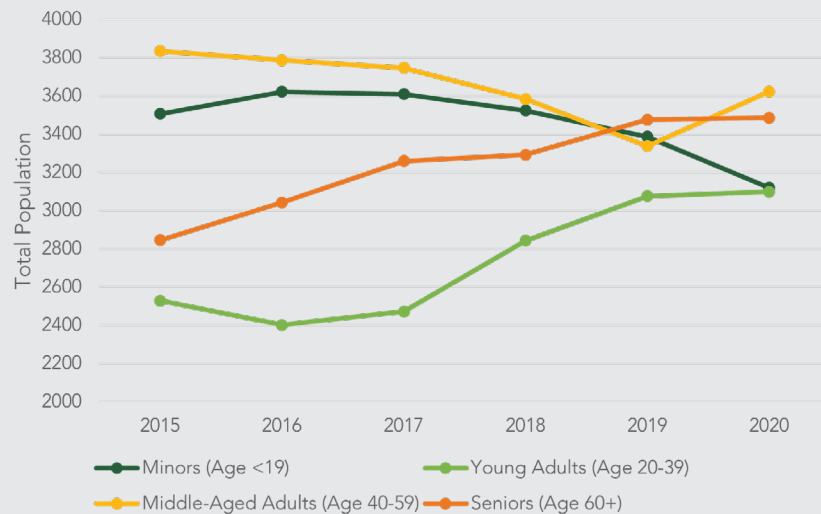
AGE

H-GAC Population Projection



Population in the City of Santa Fe was **13,326** in **2020**
 H-GAC projects that it will exceed **18,000** by **2050**

Age Groups in Santa Fe



The Senior population is on the rise and is projected to become the largest age group. Young Adults make up the smallest age group; their number has experienced some increase but appears to be tapering off. The number of Children and Middle-Aged Adults is dwindling.

The median age of Santa Fe is older relative to the Greater Houston Area and Galveston County.

More people entering retirement and more young families leaving the city means that if there is no change in the demographic patterns, there will be fewer employed people driving the economy of Santa Fe. Therefore, the quality of life for those who remain in the city may diminish as the city would not be as equipped to provide infrastructure and amenities for them.

Median Age

41.9

Santa Fe

38.2

Galveston County

35.0

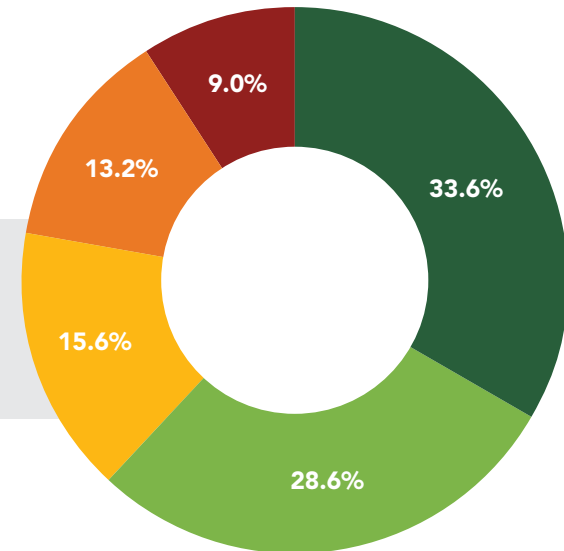
Houston MSA



POPULATION

Santa Fe is largely composed of five major "psychographic" groups:

- Middleburg
- Southern Satellites
- Green Acres
- Salt of the Earth
- Savvy Suburbanites



While these comprise all of Santa Fe, they only account for 15% of the US population, which generally means that Santa Fe's population is not as socioeconomically diverse as the rest of the country.

Psychographics are a data interpretation tool to characterize demographics by putting a face on the numbers. Developers and retailers use this data to understand the character of a community. This report compiled ESRI Business Analyst Online (BAO) psychographic and market data related to population, household, age, ethnicity, and income characteristics; consumer spending; taxable revenue; visitor and convention information; and select economic values. BAO provides Tapestry Segmentation groups that combines lifestyle demography information with the geographic-specific location data to create a classification model. The 67-segment Tapestry Segmentation system classifies US neighborhoods based on their socioeconomic and demographic compositions. Appendix XX includes the BAO report for Santa Fe.



Middleburg

- Semirural subdivisions
- Young couples, many with children
- Traditional values – faith, country and family
- Low diversity index

33.6% of area households



Salt of the Earth

- Around average incomes and household wealth totals
- Entrenched in their traditional, rural lifestyles
- Less educated and last to adopt new trends and technologies
- Very low diversity index

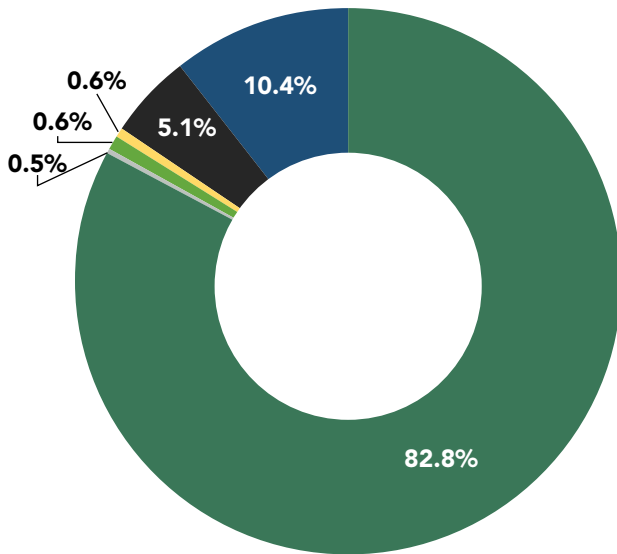
28.6% of area households



Southern

- Residents enjoy the co
- Vast majority own their usually built after 1970
- Lower labor force parti
- Primarily older, settled children

15.6% of area households

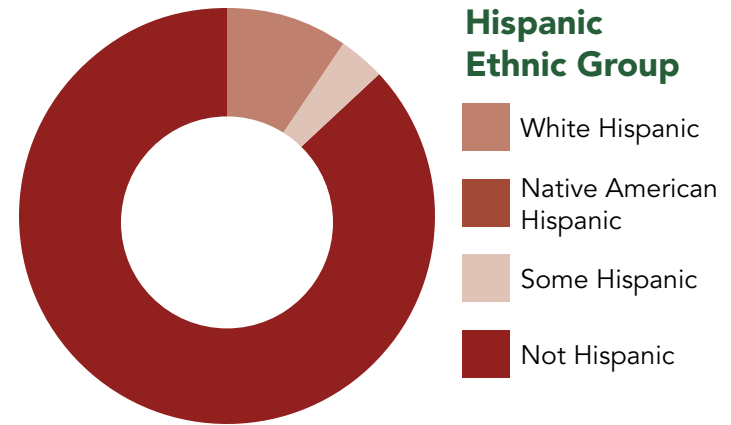
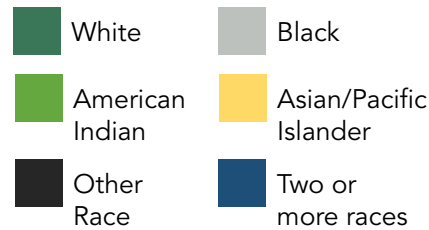


Race and Ethnicity

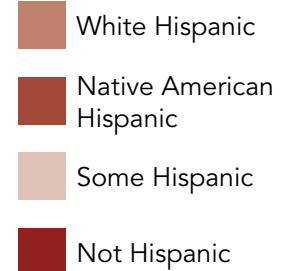
83% of Santa Fe identifies as **white**.

13% of the population is of **Hispanic origin**, irrespective of race.

In addition to the psychographics of Santa Fe, its ethnic and racial makeup demonstrates that the city is not as diverse as the Greater Houston Area or the country.



Hispanic Ethnic Group



Diversity Index

50.0
Santa Fe

86.5
Houston MSA

US Census Bureau defines Diversity Index as the probability that two people chosen at random will be from different race and ethnic groups. Diversity Index provides a score between 0 (all residents belong to one racial/ethnic group) and 100 (many racial/ethnic groups represented).

Satellites

country lifestyle
homes, which were
participation than average
married couples with no

area households



Savvy Suburbanites

- Well educated, well read, well capitalized
- Empty nesters
- Suburban lifestyle
- Primarily single-family homes

13.2% of area households



Green Acres

- Avid "do-it-yourself-ers"
- Well educated
- Suburban periphery of large metropolitan areas
- Homes valued at twice US average

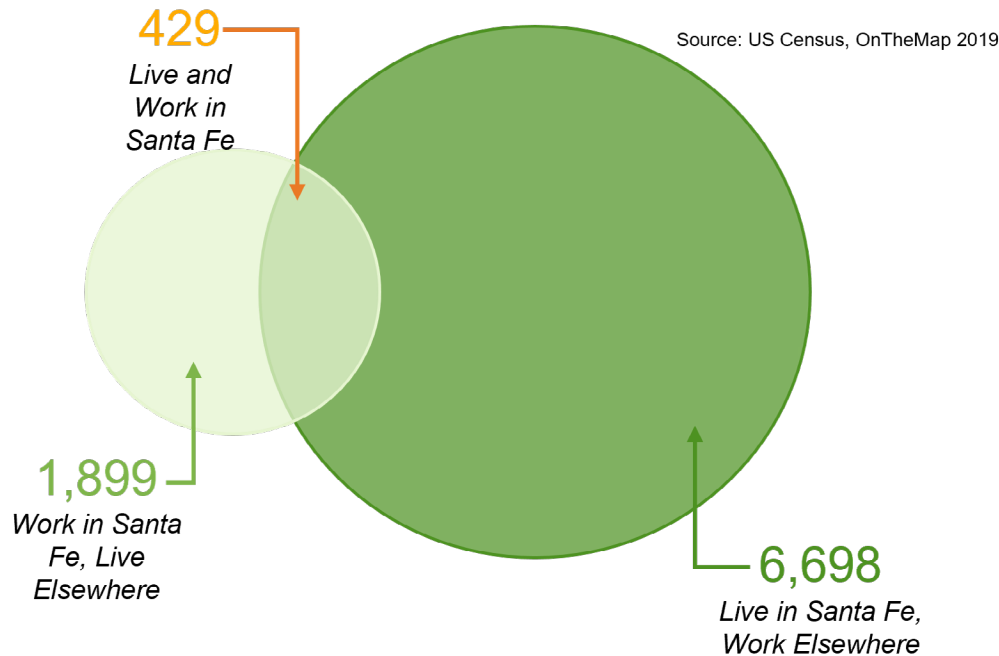
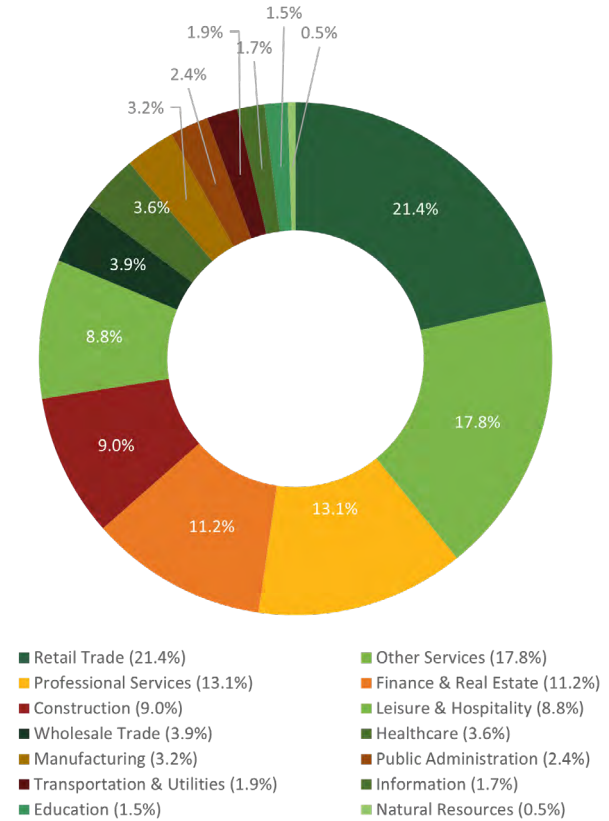
9.0% of area households

ECONOMY

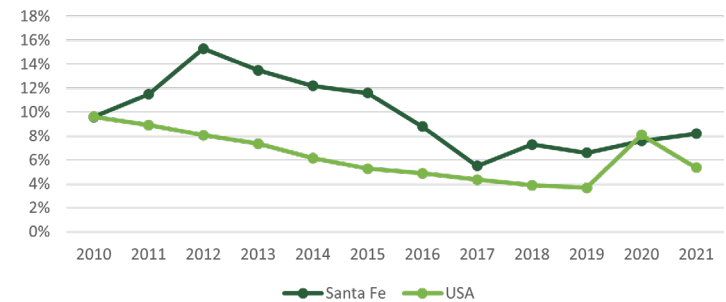
The majority of people who live in Santa Fe do not work in the city. Santa Fe is dependent on sales tax to support city services. Currently, there is a short supply of businesses to attract employees and generate tax revenue. Attracting more of its residents to live, work, and play in Santa Fe will increase city revenues and boost the local economy.

Unemployment in Santa Fe has been slowly rising over the last five years. Retail trade, professional services, finance & real estate, and construction already account for more than half of the jobs in the city and may be on the rise due to new developments. Additionally, the healthcare industry may become a key employer when the new hospital and senior living facility is complete. While these sectors do offer some above-average and high-wage jobs, a large portion of the supporting jobs tend to pay less.

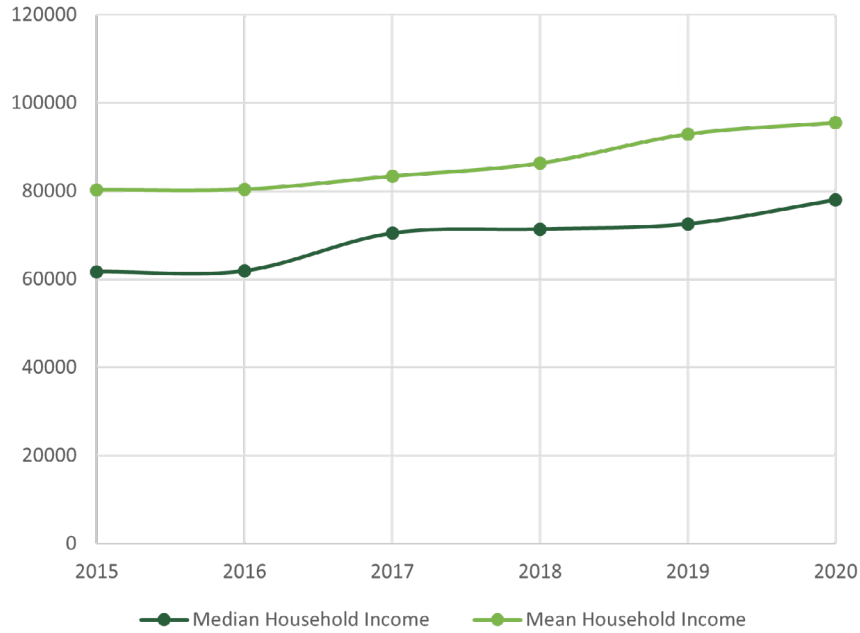
Trade Industry Classifications



Unemployment Rate



Household Income Pattern



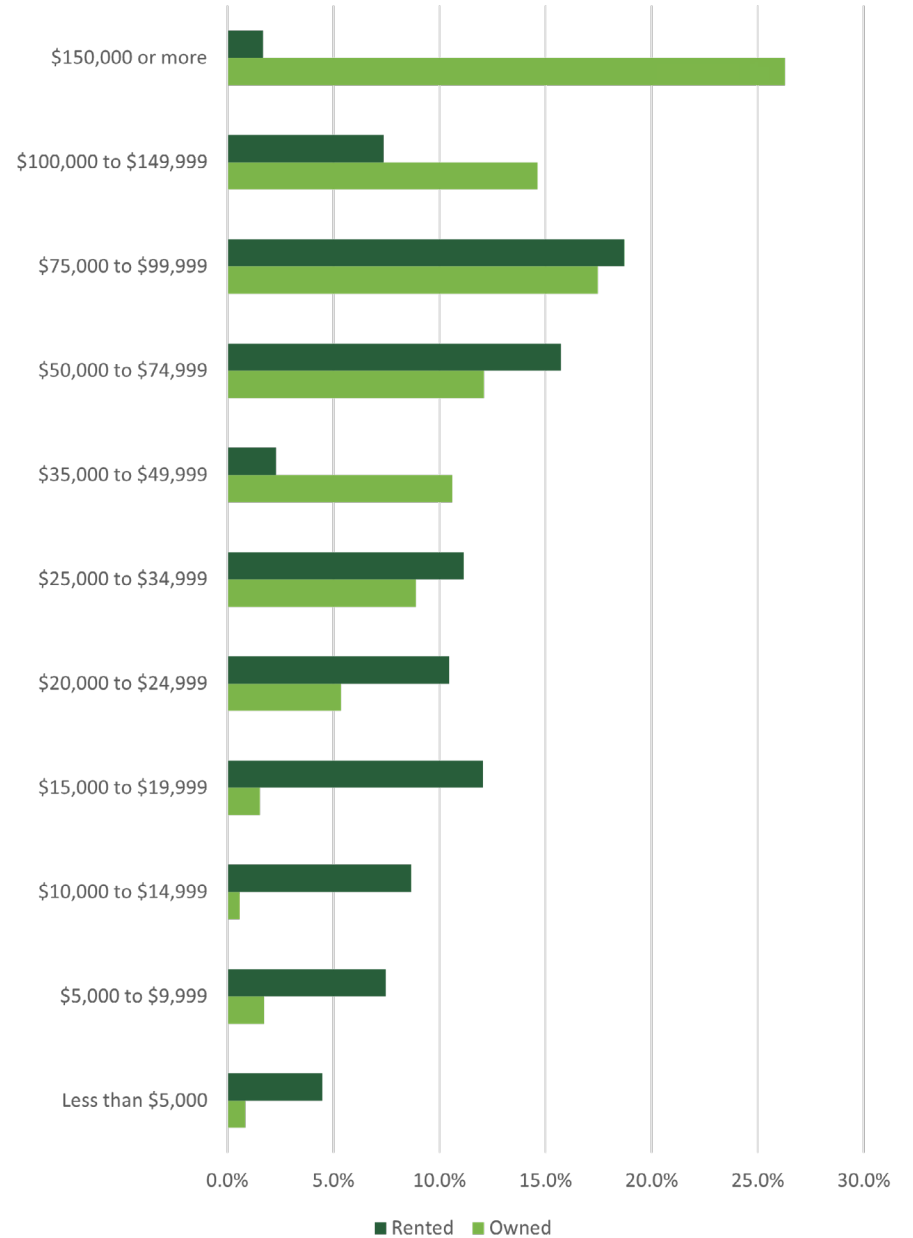
Median and mean household income has been steadily increasing since 2015.

Generally, owner-occupied households earn higher incomes than renter-occupied households.

Median Household Income

\$31,000	\$86,209	\$77,926
<i>Renters</i>	<i>Owners</i>	<i>All Households</i>

Household Income by Occupant Type



CONTEXT - PEER CITIES

The purpose of identifying peer cities is to put Santa Fe’s metrics within a greater context. Santa Fe’s peer cities were identified by the CPAC during its second meeting in August 2022. Their goal was to find cities that shared some key characteristics with Santa Fe, such as:

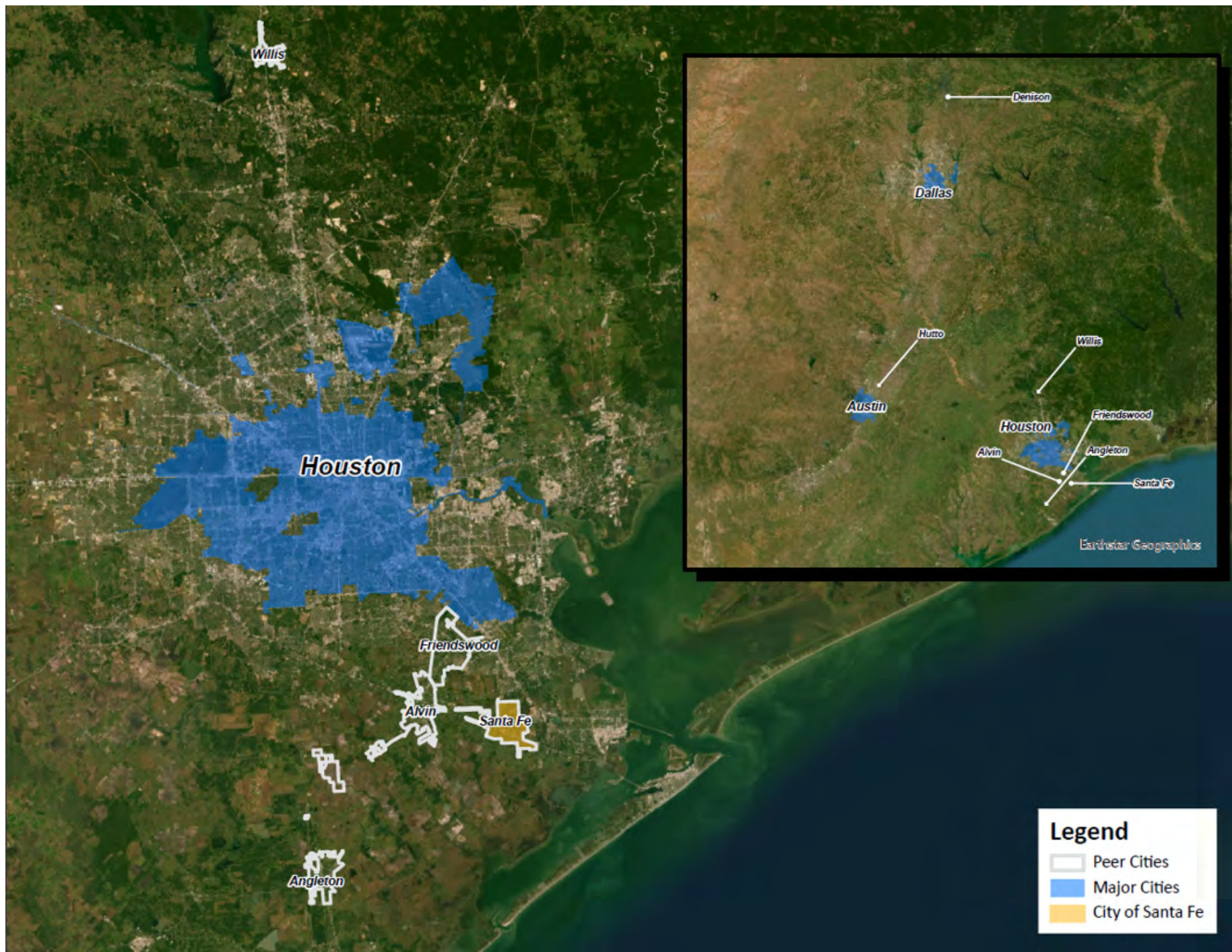
- Adjacent to or aligned with an active railway
- Not directly connected to a freeway
- A satellite city in a major metropolitan area
- Rural and historic Texan culture
- Experiencing or on the verge of experiencing major growth

The CPAC also sought to provide Santa Fe with ambitious role models. They looked for cities that:

- May be ahead of Santa Fe in their development
- Have similar challenges, successes, and failures
- Offer lessons on how Santa Fe can achieve its own Vision

The peer cities were then vetted by the Consultant team, and the following cities were selected to provide a comparison framework throughout the Comprehensive Plan.

City	Metro Area	Population (2020)	Median Income (2020)	Land Size (Square Miles)	Population Density (2020, pop/sq. mi)	Average Annual Growth (2015-2020)
Santa Fe	Houston	12,735	\$ 77,926	17	745	0.95%
Angleton	Houston	19,429	\$ 67,181	13	1525	0.23%
Denison	Dallas-Fort Worth	24,479	\$ 50,701	37	668	1.70%
Alvin	Houston	27,098	\$ 57,114	25	1084	1.06%
Hutto	Austin	27,577	\$ 87,333	11	2421	5.96%
Friendswood	Houston	41,213	\$ 108,135	23	1797	1.19%
Willis	Houston	6,731	\$ 57,932	5	1260	0.99%



Legend

- Peer Cities
- Major Cities
- City of Santa Fe

04

PLACEMAKING

CHALLENGE

Potential visitors do not realize they are in Santa Fe as they travel to other destinations

OPPORTUNITY

Establish key attractions that make Santa Fe a recognizable and desirable place to visit

PLACEMAKING

This process is about simultaneously improving the daily lives of residents while also creating spaces that will attract outsiders to visit Santa Fe.

Placemaking helps to establish a city as a desirable place to live and guides the selection of site amenities that support its vision. It is placemaking that will distinguish Santa Fe from other communities within the Houston Metropolitan Area. This process is important because it can support other areas of growth in a city. By placemaking, the City can maintain its resident base and attract future residents and tourists, which can help to fund improvements for the City that give back to the community.

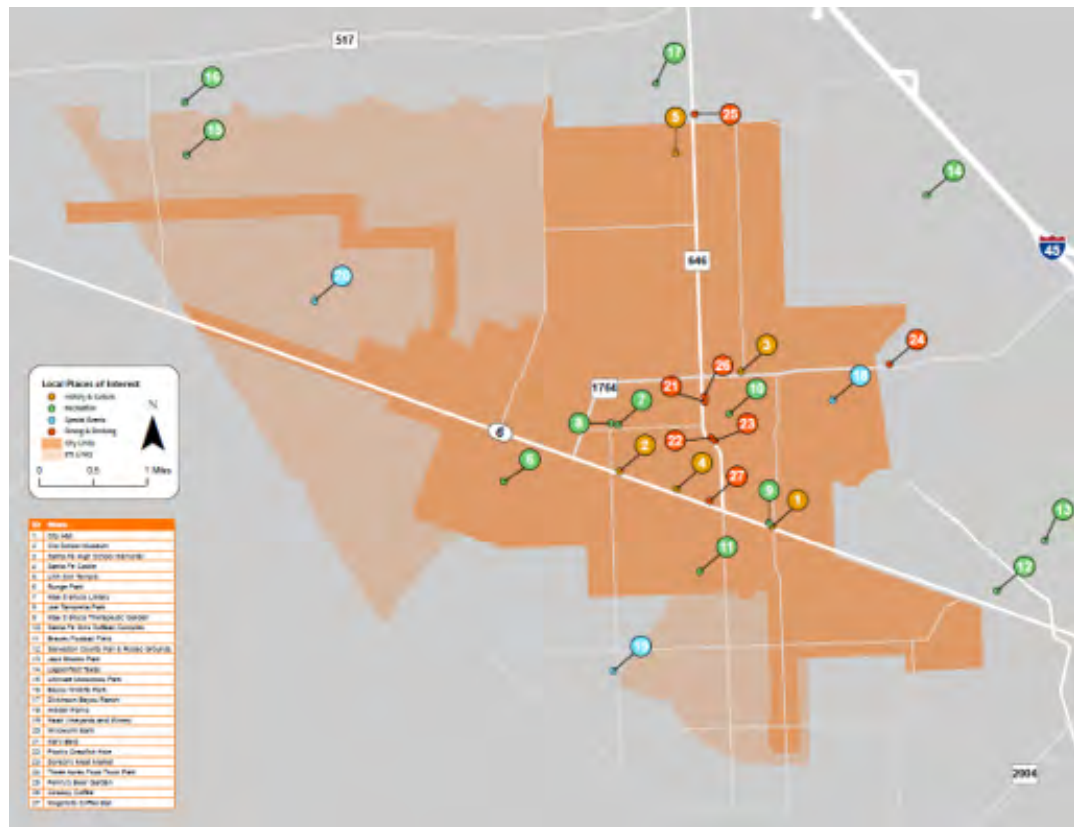
Santa Fe is along a regional major thoroughfare and has unique attractions to the Houston area. It is located 40 minutes southeast of downtown Houston and northwest of Galveston Island. Before the COVID-19 pandemic, the Houston Metropolitan Statistical area had a record of 22.3 million visitors in a year. With Houston's plethora of attractions, and the attractions in neighboring cities, Santa Fe is in a strategic location for tourism and attractions.

CHALLENGE

Potential visitors do not realize they are in Santa Fe as they travel to other destinations

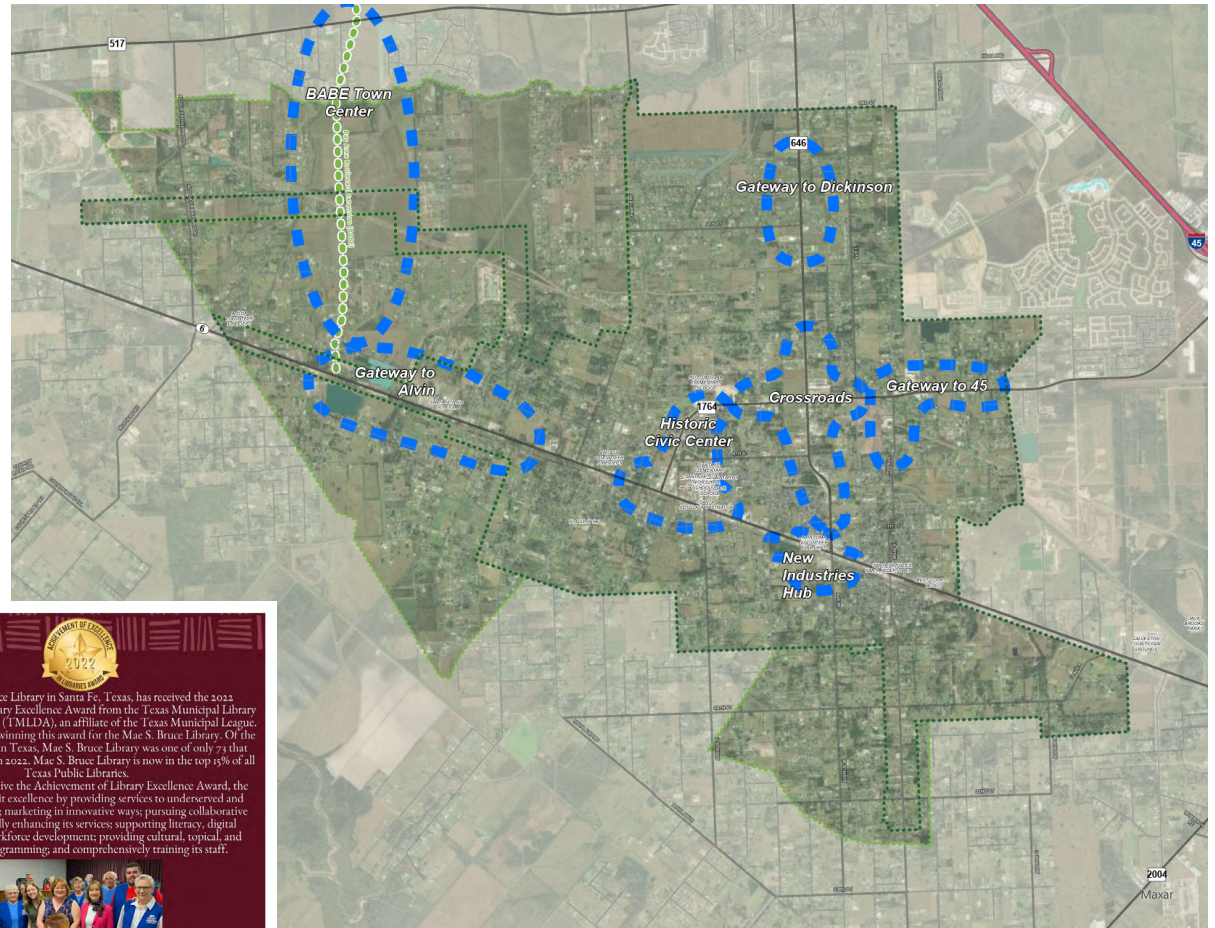
OPPORTUNITY

Establish key attractions that make Santa Fe a recognizable and desirable place to visit



Through our public engagement efforts, seven catalyst sites were identified in Santa Fe as areas of focus for the proposed Future Land Use Plan. The catalyst sites can be the start of placemaking and branding Santa Fe on the map as a destination.

The Mae S. Bruce Library, located in one of the catalyst sites near FM Highway 6 and FM 1764 recently won an award from the Texas Municipal Library Directors Association. This library should be used frequently to host community events that can encourage visitors from Santa Fe and the greater region.



Santa Fe's Placemaking Keys



LOCAL PLACES OF INTEREST

1



6

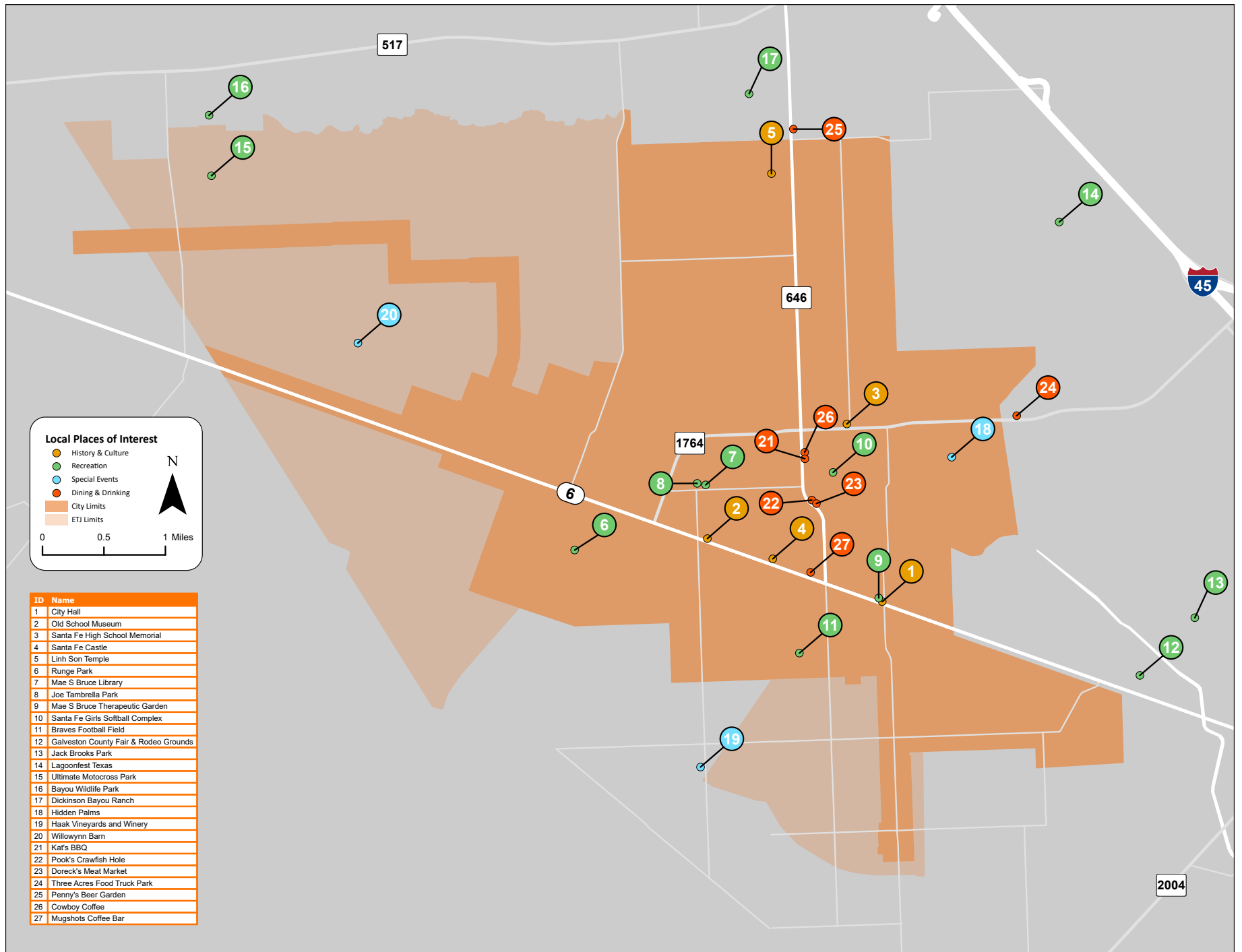


7



18





Local Places of Interest

- History & Culture
- Recreation
- Special Events
- Dining & Drinking
- City Limits
- ETJ Limits

N

0 0.5 1 Miles

ID	Name
1	City Hall
2	Old School Museum
3	Santa Fe High School Memorial
4	Santa Fe Castle
5	Linh Son Temple
6	Runge Park
7	Mae S Bruce Library
8	Joe Tambrella Park
9	Mae S Bruce Therapeutic Garden
10	Santa Fe Girls Softball Complex
11	Braves Football Field
12	Galveston County Fair & Rodeo Grounds
13	Jack Brooks Park
14	Lagoonfest Texas
15	Ultimate Motocross Park
16	Bayou Wildlife Park
17	Dickinson Bayou Ranch
18	Hidden Palms
19	Haak Vineyards and Winery
20	Willowynn Barn
21	Kat's BBQ
22	Pook's Crawfish Hole
23	Doreck's Meat Market
24	Three Acres Food Truck Park
25	Penny's Beer Garden
26	Cowboy Coffee
27	Mugshots Coffee Bar

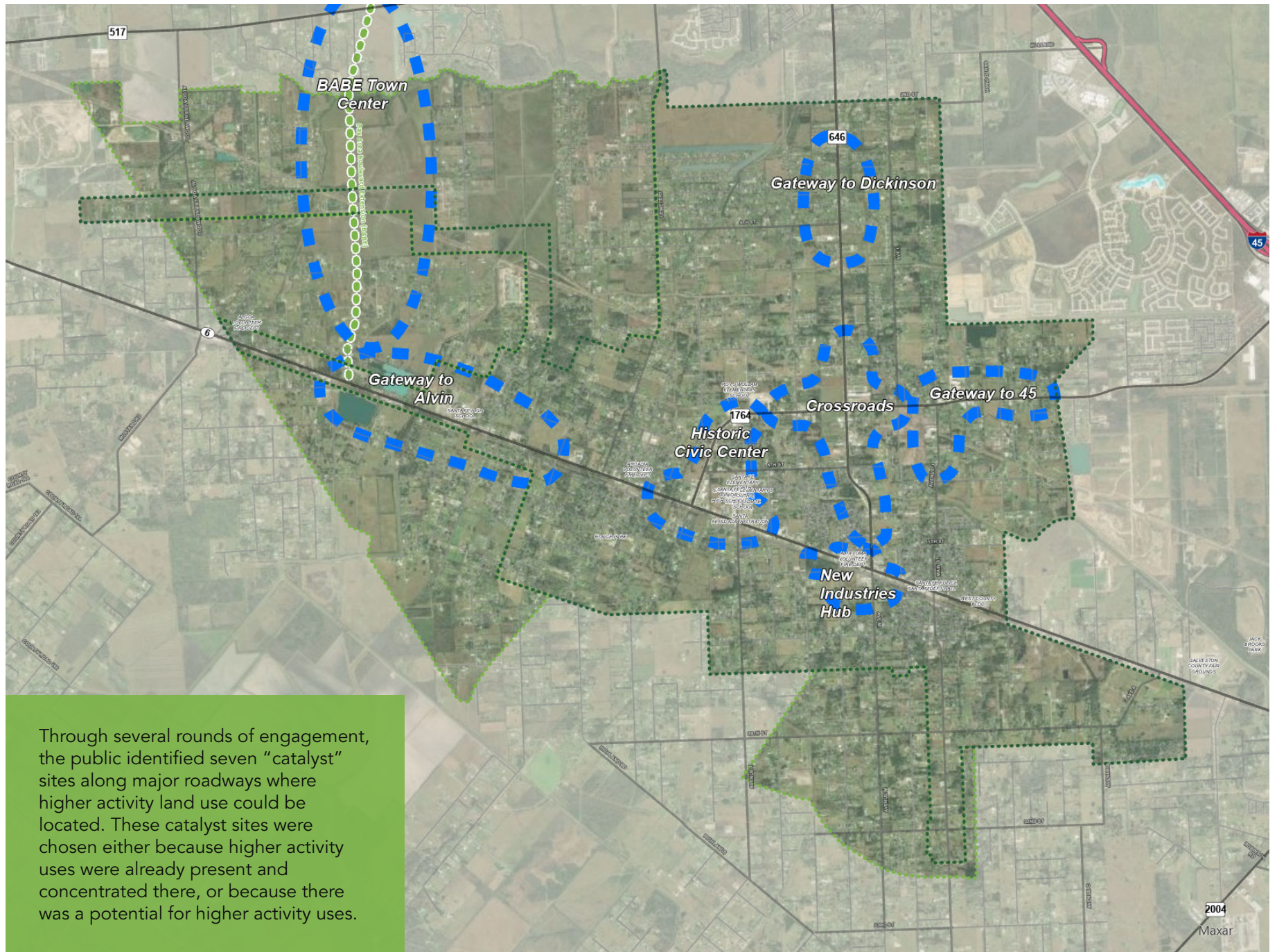
CATALYST SITES

The people of Santa Fe do not want to become overdeveloped.

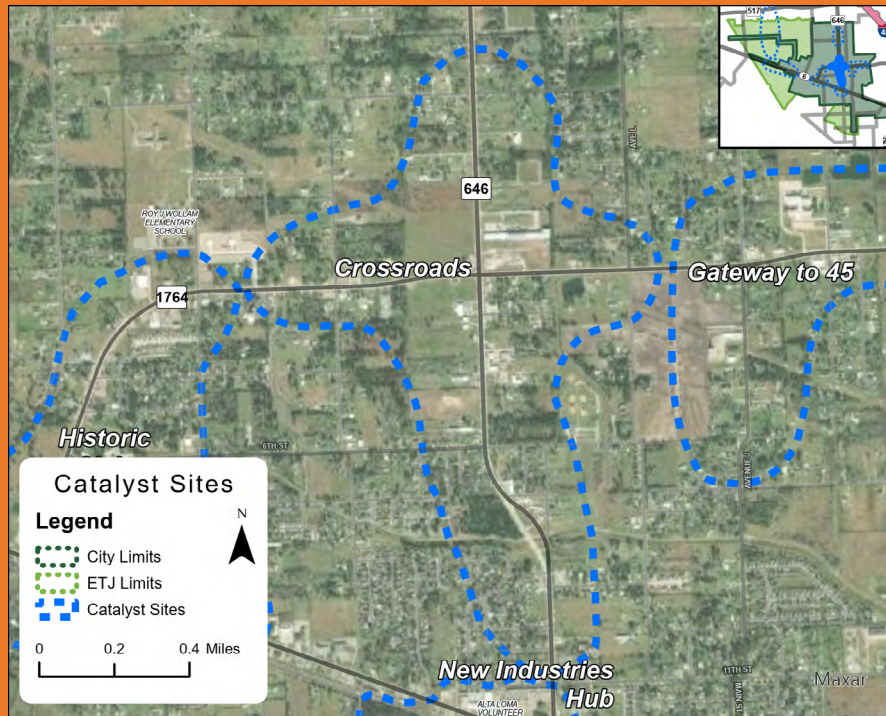
In the Future Land Use Plan (FLUP), higher activity land uses – commercial, business park, etc. – are concentrated along major roadways, and the activity diminishes as distance from the roadway increases. This creates a buffer between high activity and low activity, or residential land uses.

By concentrating high activity land uses in the catalyst sites...

- Traditional Residential and Estate Living Residential will be a comfortable distance away from Commercial uses.
- Existing businesses will experience a neighboring massing of development, which will bring additional foot traffic.
- Currently developable spaces will see new development.
- Neighborhood identity can be developed in each site, strengthening Santa Fe's overall character.



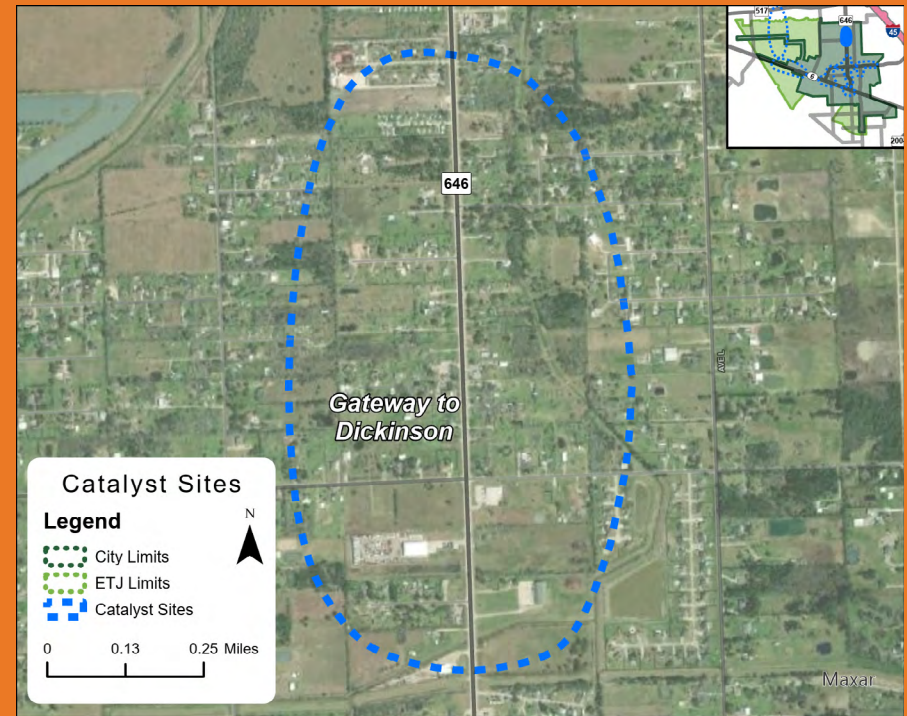
Through several rounds of engagement, the public identified seven “catalyst” sites along major roadways where higher activity land use could be located. These catalyst sites were chosen either because higher activity uses were already present and concentrated there, or because there was a potential for higher activity uses.



Catalyst Site: Crossroads

Main Streets: FM 646 and FM 1764

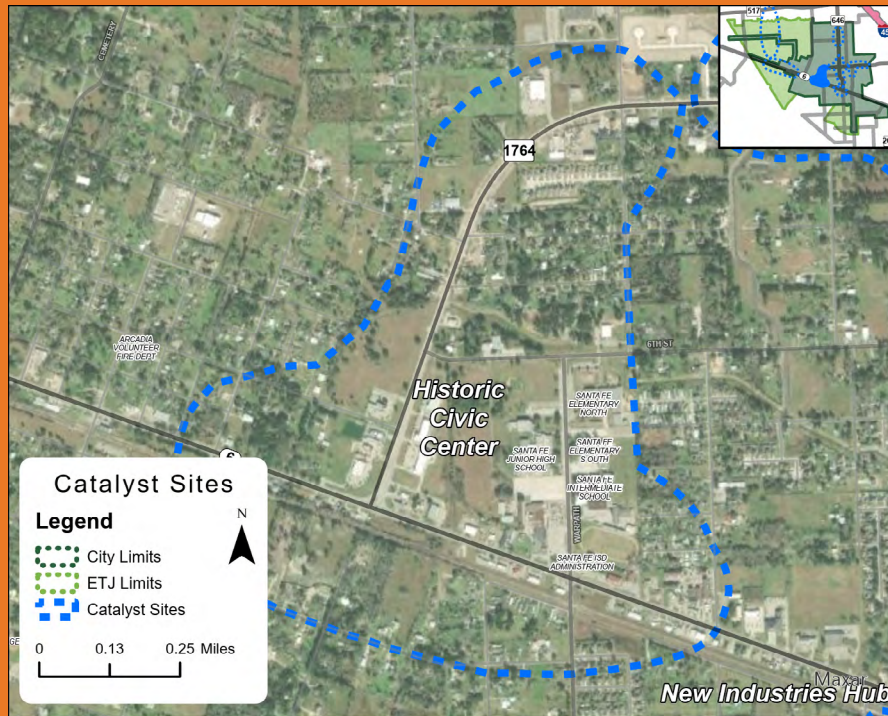
The intention for this area is to incorporate a wide range of uses, including commercial, compact residential, urban living, manufacturing, public space, and greenspace. In the engagement process, many residents stated that they would like to see a larger scale grocery store be placed within this area, as it is currently a central location within the existing city limits.



Catalyst Site: Gateway to Dickinson

Main Streets: Along FM 646, between FM 517 and the Galveston County Water Company Canal

The intention is for this area to be of predominately retail/commercial uses closest to FM 646, and then compact residential surrounding the commercial areas. This area provides one of the first glimpses of Santa Fe coming from the northern neighboring cities.



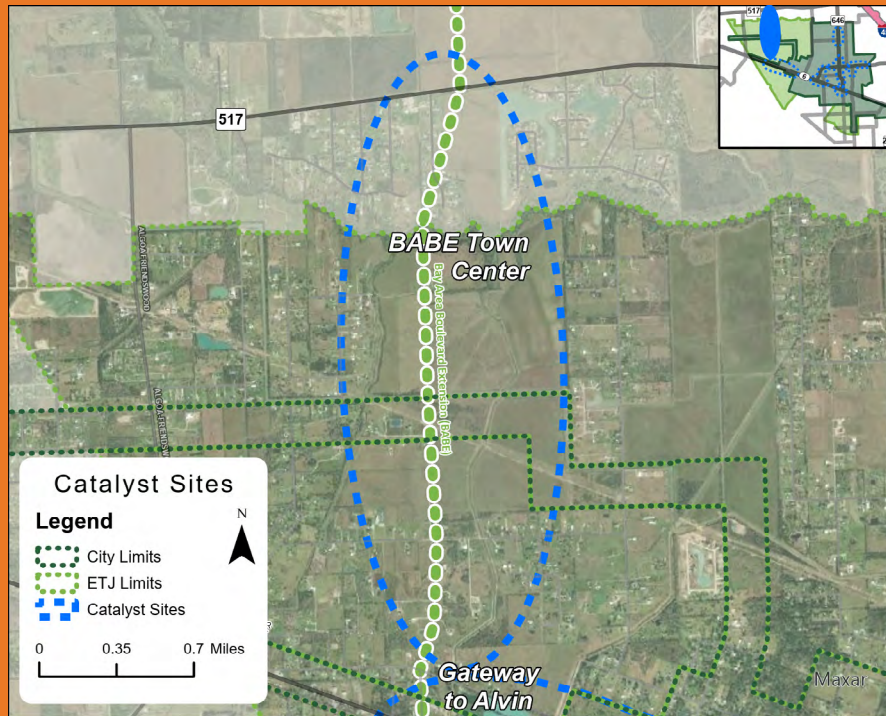
Catalyst Site: Historic Civic Center

Main Streets: Intersections between FM 1764 and FM Highway 6

This area is anticipated to be the home of the incoming hospital and senior living. With this addition of a medical center, this area will likely see supporting and compatible uses arise at or shortly after the time of development. This area also contains Santa Fe High School, Kubacak Elementary, and the new Lone Star Pharmacy.



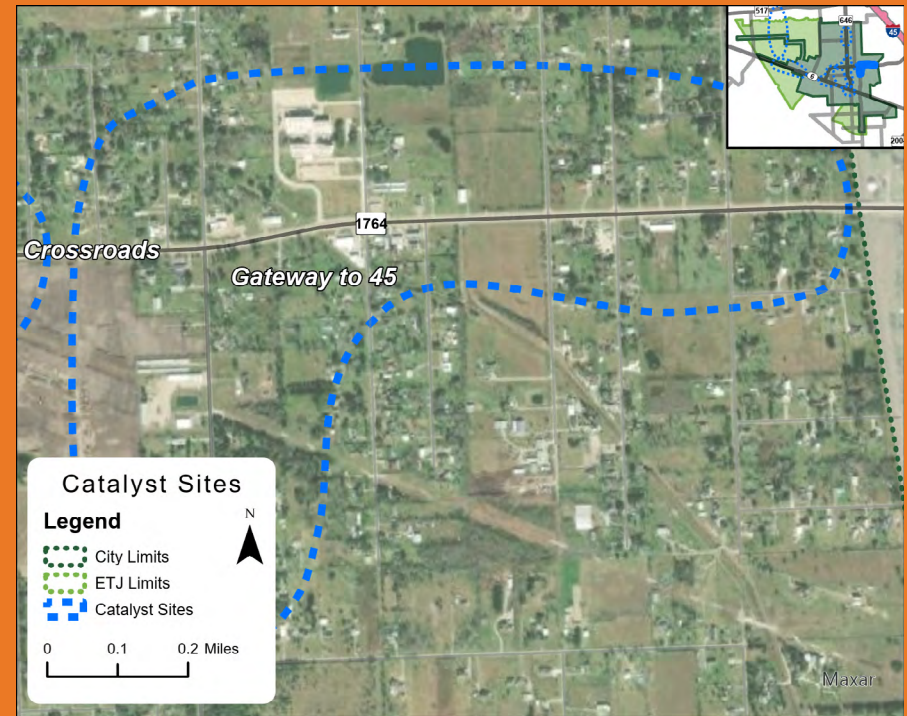
This catalyst site is also home to the award-winning Mae S. Bruce Library, which is conveniently located next to Joe Tombrella Park.



Catalyst Site: BABE Town Center

Main Streets: Along the general alignment of future Bay Area Boulevard, between FM 517 and FM 6.

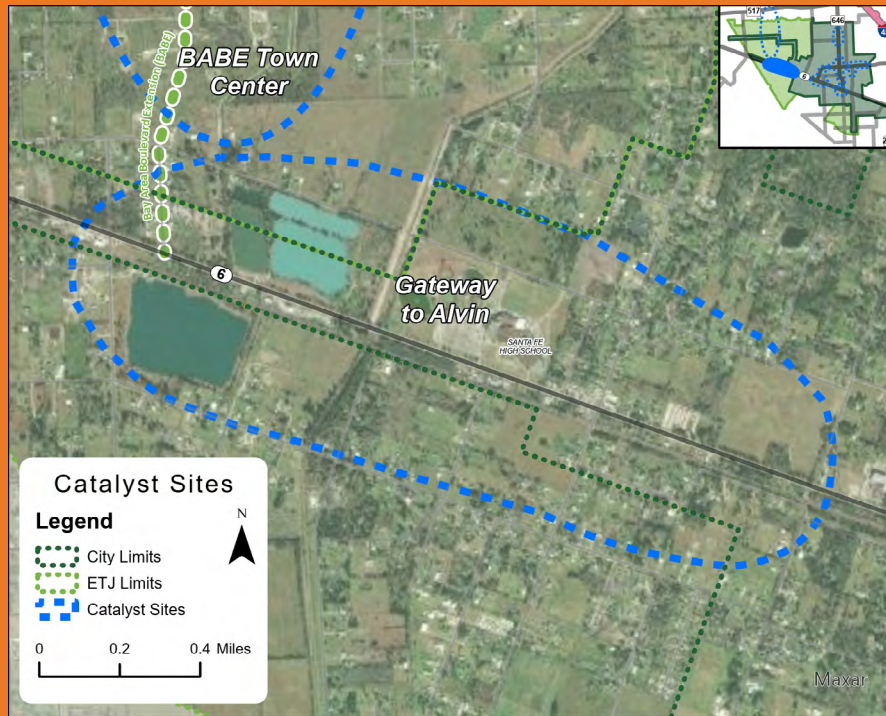
The town center can become a main attraction for travelers driving along Bay Area Boulevard. The construction of this major thoroughfare will provide an additional gateway to Santa Fe. The idea for this area is to provide ample greenspace, business parks, commercial uses, and compact living.



Catalyst Site: Gateway to 45

Main Streets: FM 1764 and Avenue J

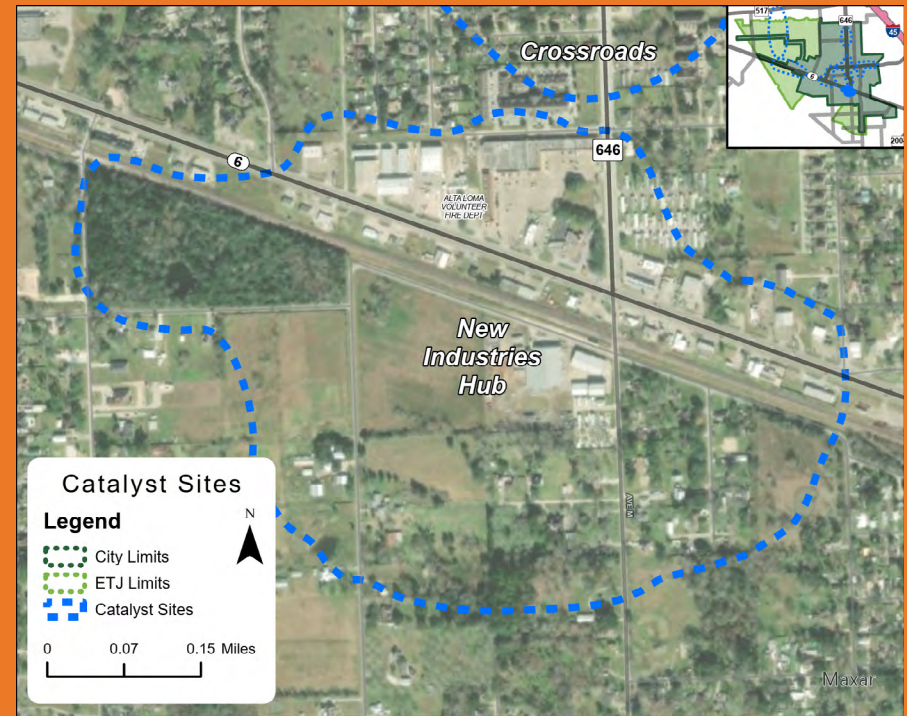
This may be the first view of Santa Fe for visitors coming from the east. The intent for this area is to be smaller version of a town center or gathering area that includes mixed-use, compact residential, and some urban living. This location is strategic in that it is a heavily travelled corridor and one of the main entrances to the city.



Catalyst Site: Gateway to Alvin

Main Streets: Highway 6 and the general alignment of the future Bay Area Boulevard

The intention is to provide additional greenspace, mixed-use, compact residential, and business parks in this area. This growth of this area can be centered around a linear park that is proposed along the railroads adjacent to Highway 6. This intersection provides access directly from its western neighbor, Alvin. Many people currently use this portion of Highway 6 to visit Galveston.



Catalyst Site: New Industries Hub

Main Streets: Highway 6 and FM 646

This corridor has several existing small local businesses. The idea is that it will be the location of future business parks and manufacturing facilities. This area contains the Santa Fe Castle, which is currently being renovated. It would be strategic to encourage small local retailers to locate near this future tourism attraction.

RECOMMENDED ACTIONS

Develop a branding plan

- Incorporate the logo on public facing infrastructure throughout the city and online
- Collaborate with local artists and students to enrich the aesthetics of the streetscape
- Create identifiable welcome signage at main entry points to the city

Market Santa Fe as a destination

- Expand the City's existing social media platforms to capture a wider audience
- Create recurring events that invite visitors and engage residents
- Highlight Santa Fe's rich history as a platform for tourism

Partner with H-GAC as a regional sponsor

- Apply for a Livable Center Study
- Engage in Bringing Back Main Street program

05

LAND USE

CHALLENGE

A rural community that lacks the necessary tax base to provide the quality of life that residents desire

OPPORTUNITY

Maintain a small-town feel while encouraging development of place types in locations that are compatible with the surrounding areas

LAND USE

Analyzing land use helps identify how people and activities are distributed throughout a city, where people live, work, shop, go to school, etc. Land use mapping over time can demonstrate changes in development patterns and socioeconomic shifts.

The purpose of a Future Land Use Plan is to guide development, **not to control or enforce development.**

Zoning regulations may be guided or informed by a Future Land Use Plan and the Comprehensive Plan overall. These recommendations are not legally binding when the Comprehensive Plan is adopted, but they may be implemented at the discretion of the Planning Commission.

CHALLENGE

A rural community that lacks the necessary tax base to provide the quality of life that residents desire

OPPORTUNITY

Maintain a small-town feel while encouraging development of place types in locations that are compatible with the surrounding areas



Public/Natural

PUBLIC USE

PARKS AND OPEN SPACES

NATURAL AREAS & OUTDOOR TOURISM

AGRICULTURE



Residential

URBAN LIVING

COMPACT RESIDENTIAL

TRADITIONAL RESIDENTIAL

ESTATE LIVING



Commercial

COMMERCIAL CENTER

TOWN CENTER

MIXED-USE CENTER

NEIGHBORHOOD COMMERCIAL



Industrial

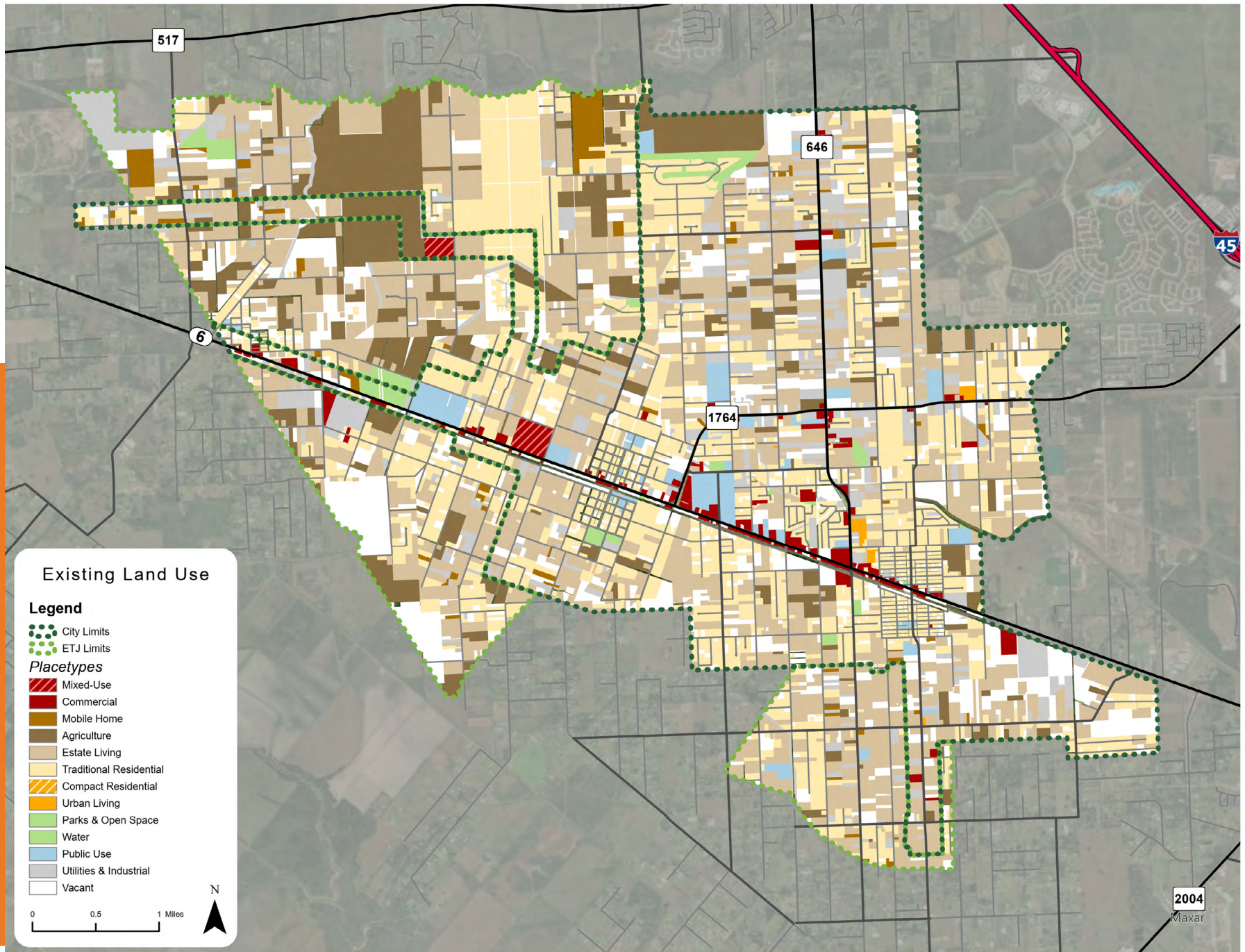
MANUFACTURING & WAREHOUSE

BUSINESS PARK

PROFESSIONAL SERVICES

Recommended Actions

- Update the Unified Development Code
- Provide user-friendly online tools to help navigate the development process
- Foster an ongoing dialogue with the public about the Future Land Use Plan



LAND USE & ZONING

Analyzing land use helps identify how people and activities are distributed throughout a city. For example, a land use map can illustrate the distance between where people live, work, shop, go to school etc. Land use mapping over time can demonstrate changes in development patterns and socioeconomic shifts.

The purpose of a Future Land Use Plan (FLUP) is to guide future development.

A FLUP can...

- ...help fill in the gaps between where people are and where their necessities are
- ...orient specific types of development in a more desirable way
- ...provide a protective buffer between incompatible

However, the future land use plan does not control or enforce development

Zoning regulations may be guided or informed by a future land use plan and the Comprehensive Plan overall. These recommendations are not legally binding when the Comprehensive Plan is adopted, but they may be implemented at the discretion of the planning commission.

The zoning map for Santa Fe, as shown on the following page, was updated in 2020. An accompanying Zoning Matrix, that describes permitted uses in each zoning is provided in the Appendix.

City of Santa Fe Zoning Map 2020

Zoning Map Legend

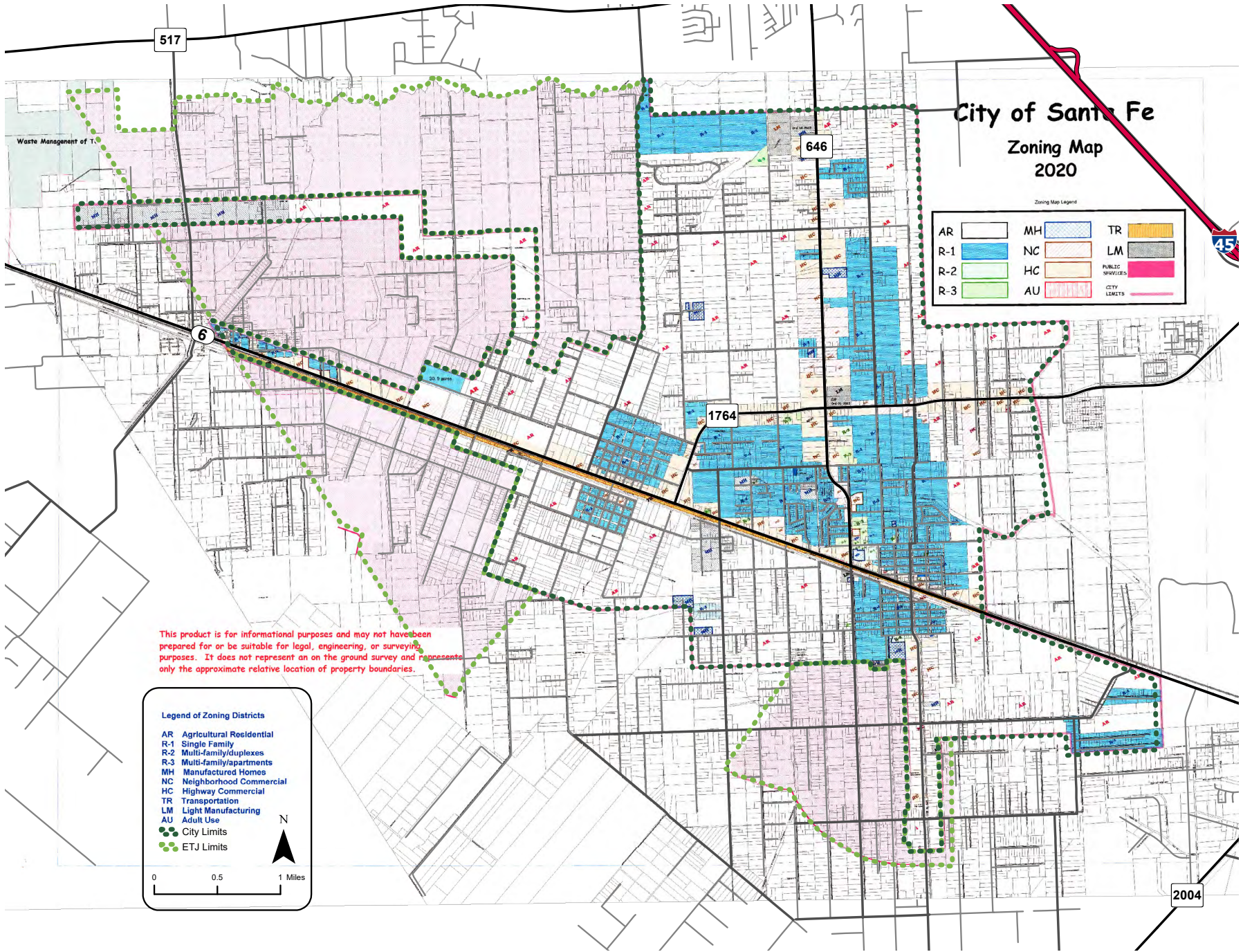
AR	MH	TR
R-1	NC	LM
R-2	HC	PUBLIC SERVICES
R-3	AU	CITY LIMITS

This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on the ground survey and represents only the approximate relative location of property boundaries.

Legend of Zoning Districts

- AR Agricultural Residential
- R-1 Single Family
- R-2 Multi-family/duplexes
- R-3 Multi-family/apartments
- MH Manufactured Homes
- NC Neighborhood Homes
- HC Highway Commercial
- TR Transportation
- LM Light Manufacturing
- AU Adult Use
- City Limits
- ETJ Limits

0 0.5 1 Miles



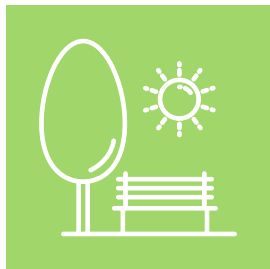
LAND USE CATEGORIES

15 types of land use were identified and were used in both analyzing the existing land use and creating the future land use plan.

These types of land use – called placetypes – are descriptive without getting into too much detail (an orchard and a field of crops are both considered agriculture placetype). They are flexible and include primary and secondary land use types. They are less prescriptive in development rules, but rather describe the general character of the placetype area.

For example, in an area designated as “Neighborhood Commercial,” while small-scale restaurant and retail developments are the primary land use, public institutions like churches and schools are permitted, as well as some residential development, because they have been identified as secondary land uses.

Placetypes generally fall into the following categories:



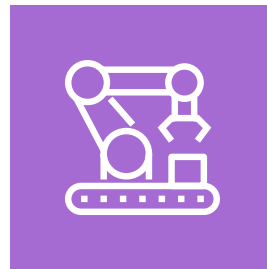
Public/Natural



Residential



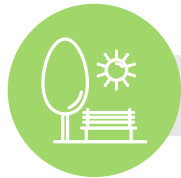
Commercial



Industrial

Detailed descriptions of each placetype are provided in the Appendix.

PLACETYPES



Public/Natural

PUBLIC USE

PARKS AND OPEN SPACES

**NATURAL AREAS &
OUTDOOR TOURISM**

AGRICULTURE



Residential

URBAN LIVING

COMPACT RESIDENTIAL

TRADITIONAL RESIDENTIAL

ESTATE LIVING



Commercial

COMMERCIAL CENTER

TOWN CENTER

MIXED-USE CENTER

**NEIGHBORHOOD
COMMERCIAL**



Industrial

**MANUFACTURING
& WAREHOUSE**

BUSINESS PARK

PROFESSIONAL SERVICES

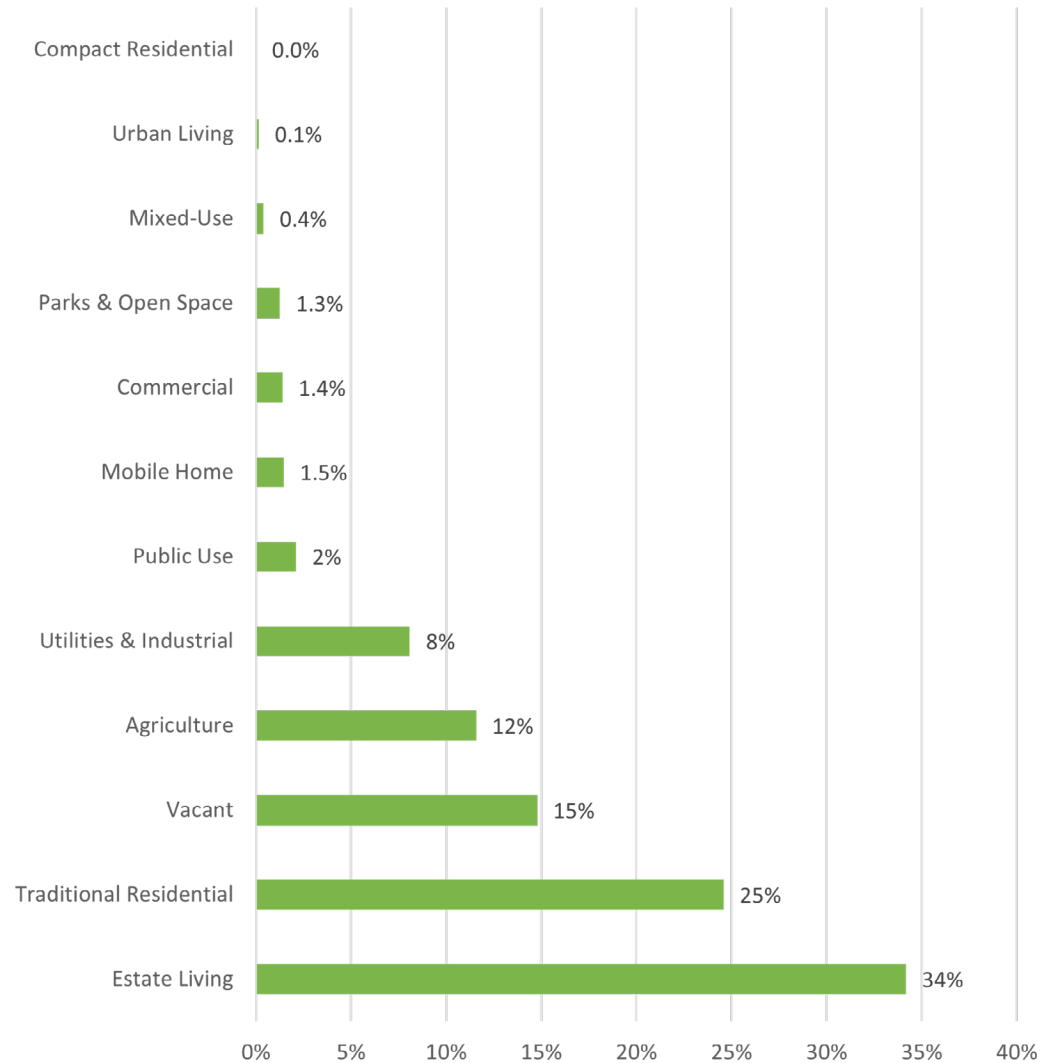
EXISTING LAND USE INVENTORY

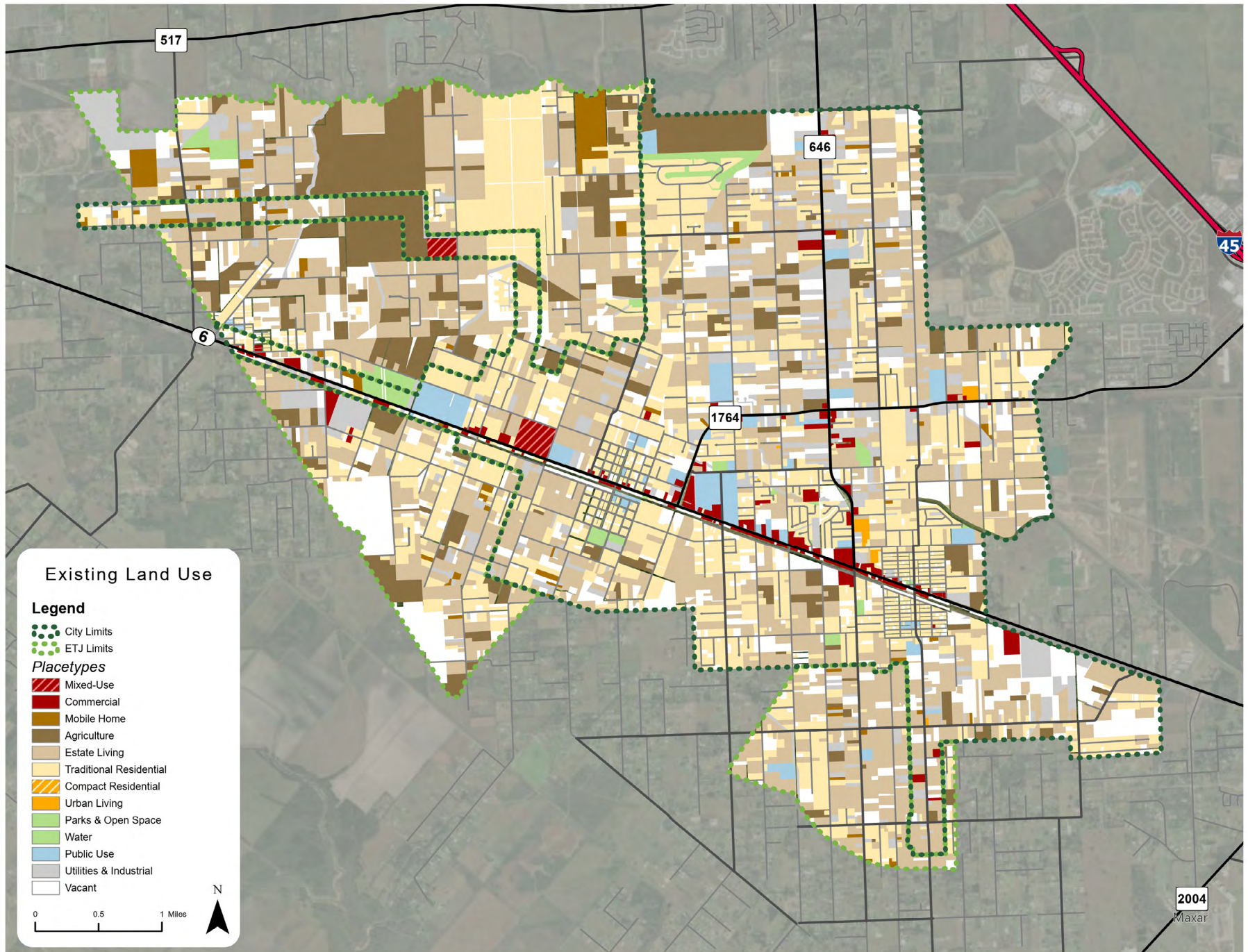
The total land area of the City of Santa Fe and its extraterritorial jurisdiction (ETJ) is 16,930 acres or 26.45 square miles.

Most of this land, 60%, is occupied by residences. The average size of an Estate Living residence is 3 acres, and that of a Traditional Residential parcel is 0.3 acres. Further information and analysis on Residential land use is provided in the Housing chapter.

Open spaces, including Parks, Agriculture, and Vacant parcels, account for about **28%** of the land. Details on these land uses are provided in the Parks & Open Space chapter.

In contrast, Mixed-Use and Commercial land uses account for less than **2%** of all land in the area.





DEVELOPMENT STATUS

The Galveston County Appraisal District provides two data points – Improvement Value and Land Value – for every parcel. Using these values is helpful to analyze where development is currently located and where future development is possible.

Improvement Value

The appraised value of any built improvements – homestead, storage, swimming pool, HVAC, etc. – on a parcel.

Land Value

The appraised value of the land contained within the parcel, regardless of any improvements.

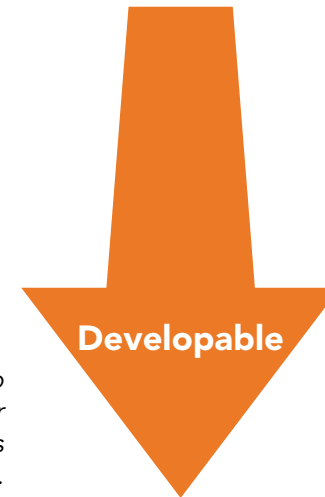
Value Ratio: Improvement Value divided by Land Value; this determines the development status of the parcel.

The average Value Ratio within the City Limits and ETJ is **3.27**, meaning that on average, structures built on the land within this area are 3.27 times more valuable than the land itself.

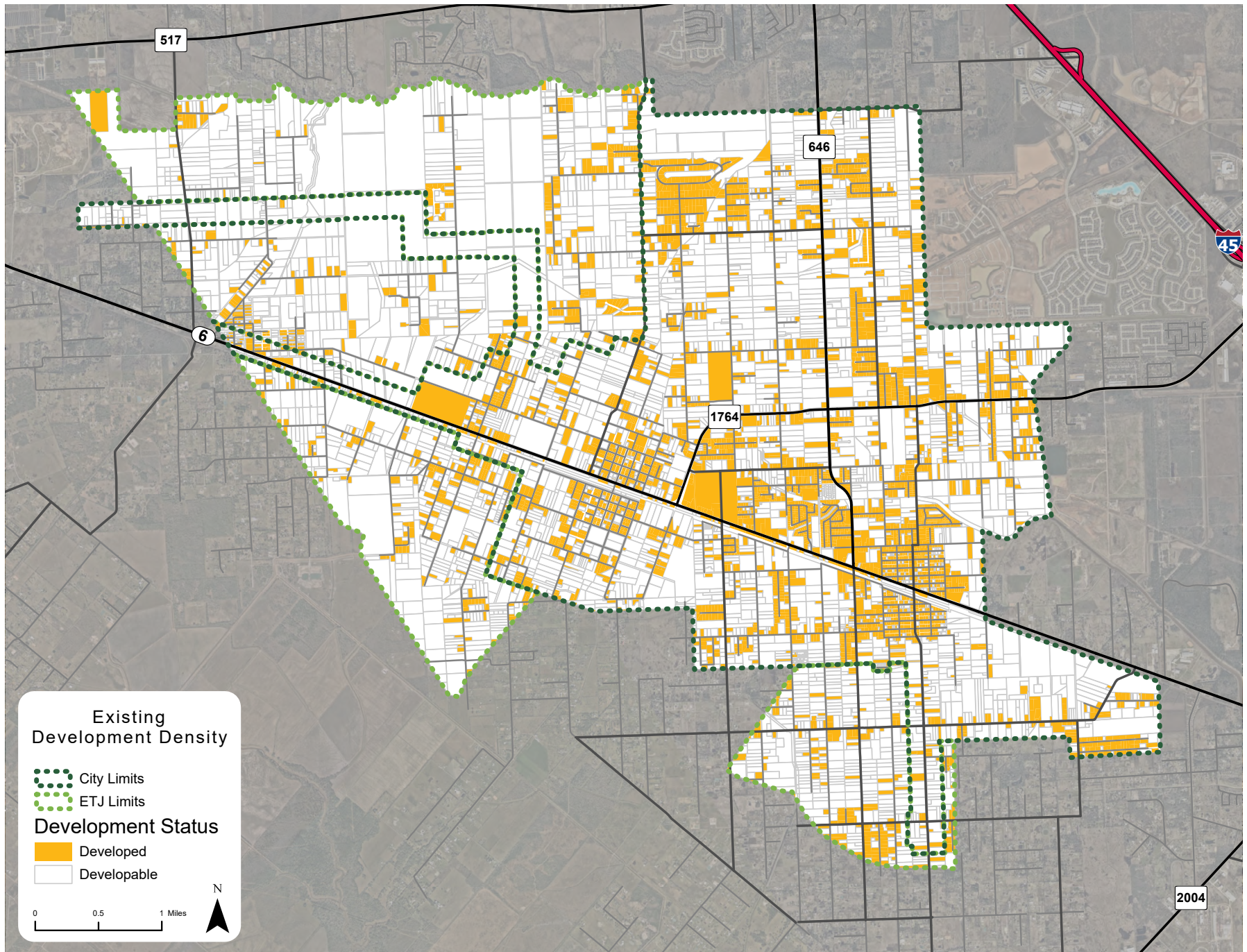
80% of the land within the City Limits and ETJ is considered **“Developable.”**



Value Ratio
= **3.27**



Technically, a parcel with a value ratio of 0 should be considered “vacant” or “undeveloped.” This specification was not made in this analysis.



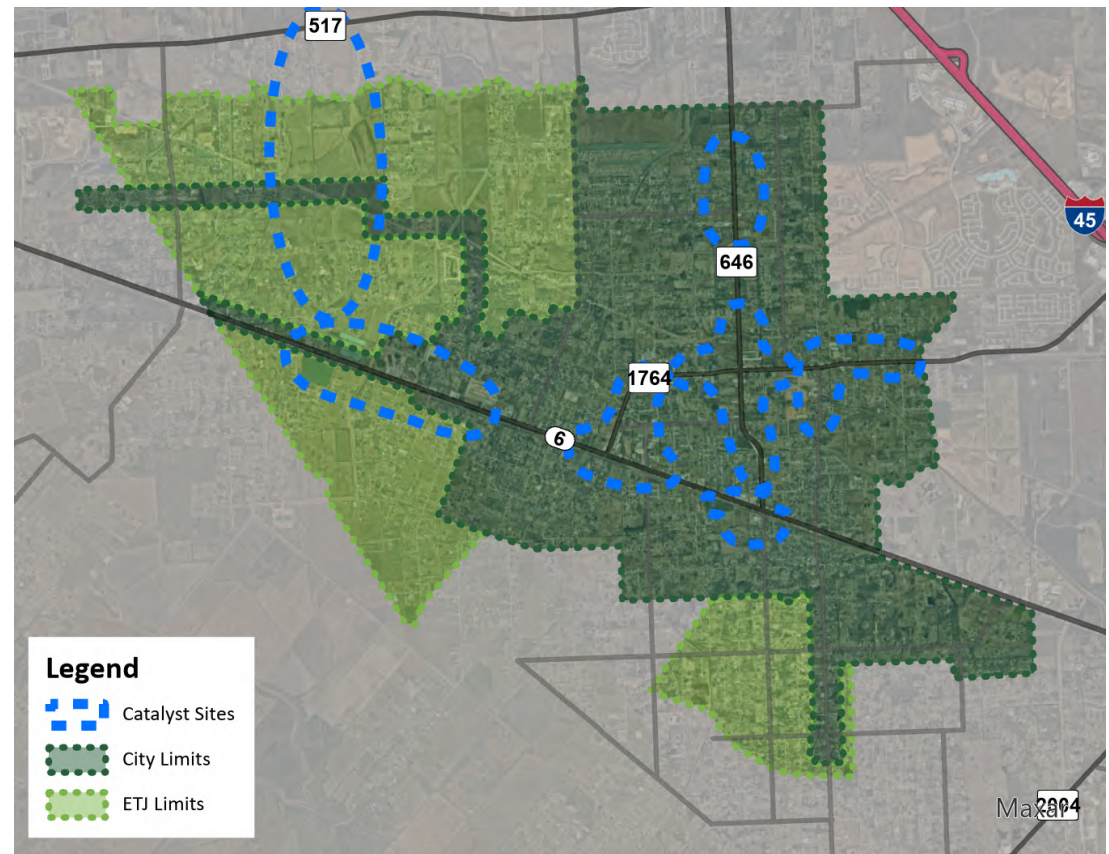
CITY VS. ETJ

Two of these Catalyst Sites – Gateway to Alvin and BAB Town Center – are partially located outside City Limits and within the extraterritorial jurisdiction (ETJ), making the land not subject to Santa Fe’s Code of Ordinances. Land in the ETJ is governed by the county. While the Comprehensive Plan can plan for future land use, as long as this land is outside city authority, the city cannot regulate future development, i.e., it cannot be zoned, and other improvement projects cannot be implemented by the city.

Since 2019, the Texas Local Government Code has expanded the criteria for altering or expanding city limits. Chapter 43 of the Code provides the criteria in its entirety, however, generally, the city is required to receive landowner and/or voter approval of any annexation.

Including the ETJ in the Comprehensive Plan allows for the city to plan for future land uses should those areas ever be annexed.

Expanding the City Limits to include these catalyst sites has the potential to stimulate new development, which could have innumerable economic benefits for the city.



ANALYSIS SCENARIOS

When analyzing future land use, this “developable” land is replaced with some mix of development under three scenario conditions. Total population – in both the city and ETJ – is considered.

3 future land use scenarios were analyzed:

1

Business as Usual

The remaining “developable” land is built out with a consistent density of Traditional Residential development (single family homes)

2

Urban Transformation

The remaining “developable” land is built out with a consistent density of Urban Living development (multi-family housing)

3

★ Proposed Scenario

Ambitious but Balanced

The remaining “developable” land is built out with a variety of land uses, including mixed housing types, Public Use, Mixed-Use, etc. Some already “developed” land is redeveloped to complement these new land uses.

SCENARIO 1

Business as Usual

In this scenario, the remaining “developable” land is built out with a consistent density of Traditional Residential development (single family homes) in addition to supporting uses – schools, grocery stores, police and fire departments, etc.

Total “developable” land is about 13,023 acres within the City Limits and ETJ.

It was assumed that this land would be developed with the same portion of residential use as in the existing inventory: 60%.

$$13,023 * 60\% = 7,865 \text{ acres}$$

Average Traditional Residential lot size is 0.3 acres, or 3.35 homes per acre.

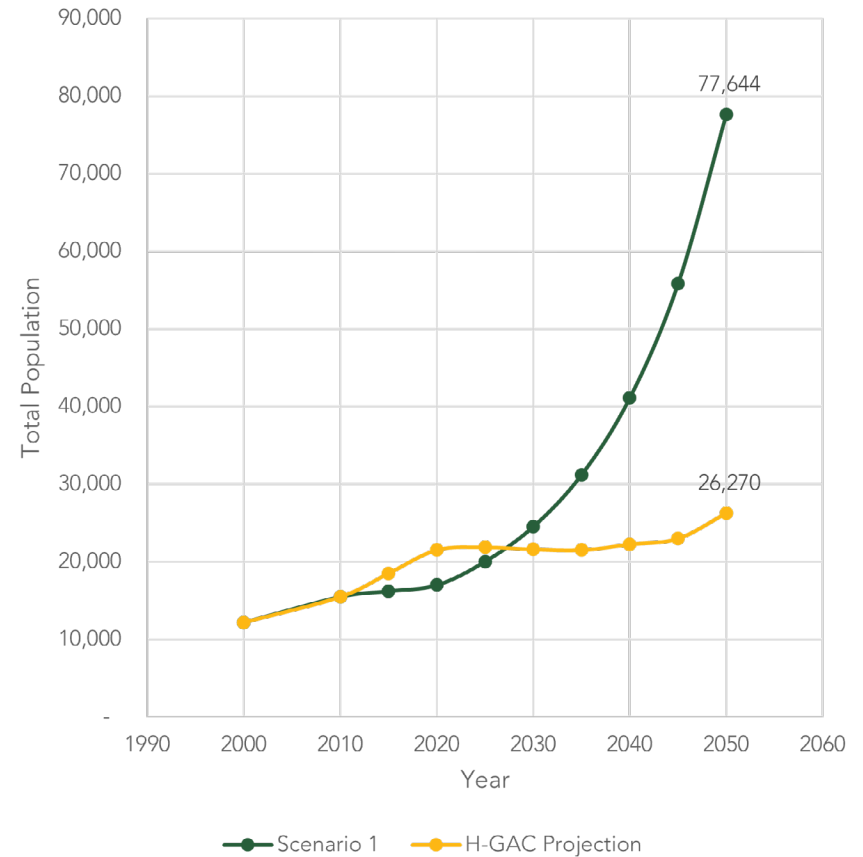
$$7,865 * 3.35 = 26,347 \text{ homes}$$

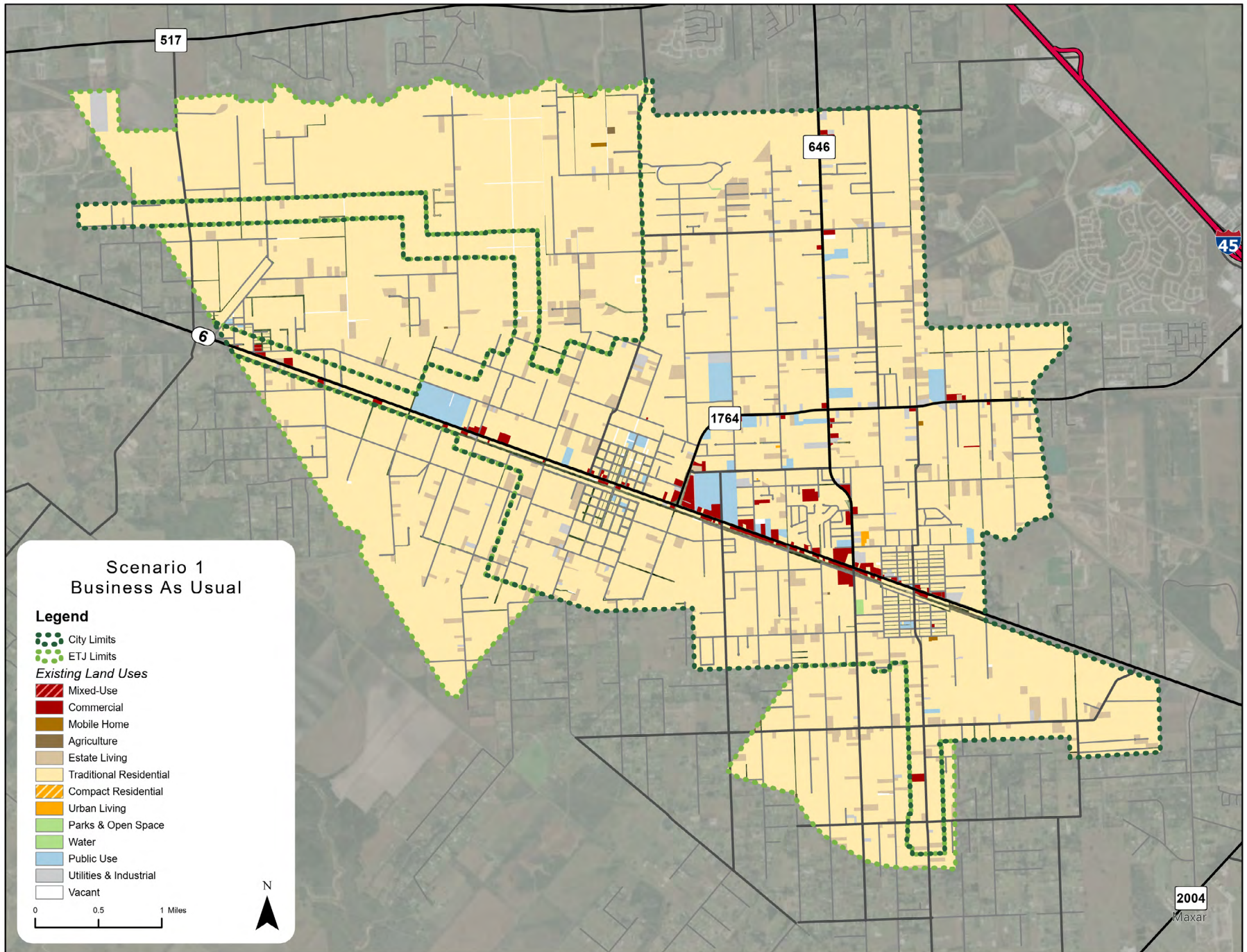
Finally, average household size is 2.54 people per home.

$$26,347 * 2.54 = 66,922 \text{ people}$$

About 66,922 people could reside in the “developable” land by year 2050. These new residents are added to the existing population in the already “developed” land, resulting in a total population within the City Limits and ETJ of about **77,644 people**.

This scenario yields a total population approximately 3 times greater than the population projected by H-GAC.





SCENARIO 2

Urban Transformation

In this scenario, the remaining “developable” land is built out with a consistent density of Urban Living development (multi-family homes) in addition to supporting uses – schools, grocery stores, police and fire departments, etc.

Again, the total “developable” land is about 13,023 acres within the City Limits and ETJ, and it was assumed that this land would be developed with the same portion of residential use as in the existing inventory: 60%.

$$13,023 * 60\% = 7,865 \text{ acres}$$

The average multi-family development has about 25 units per acre.

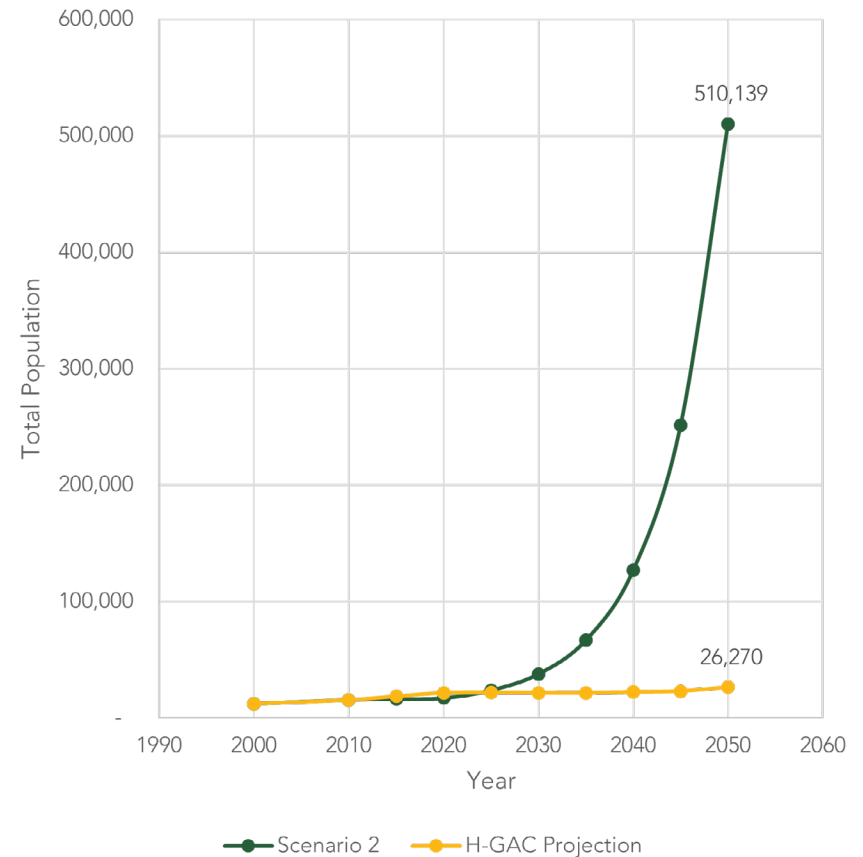
$$7,865 * 25 = 196,621 \text{ dwelling units}$$

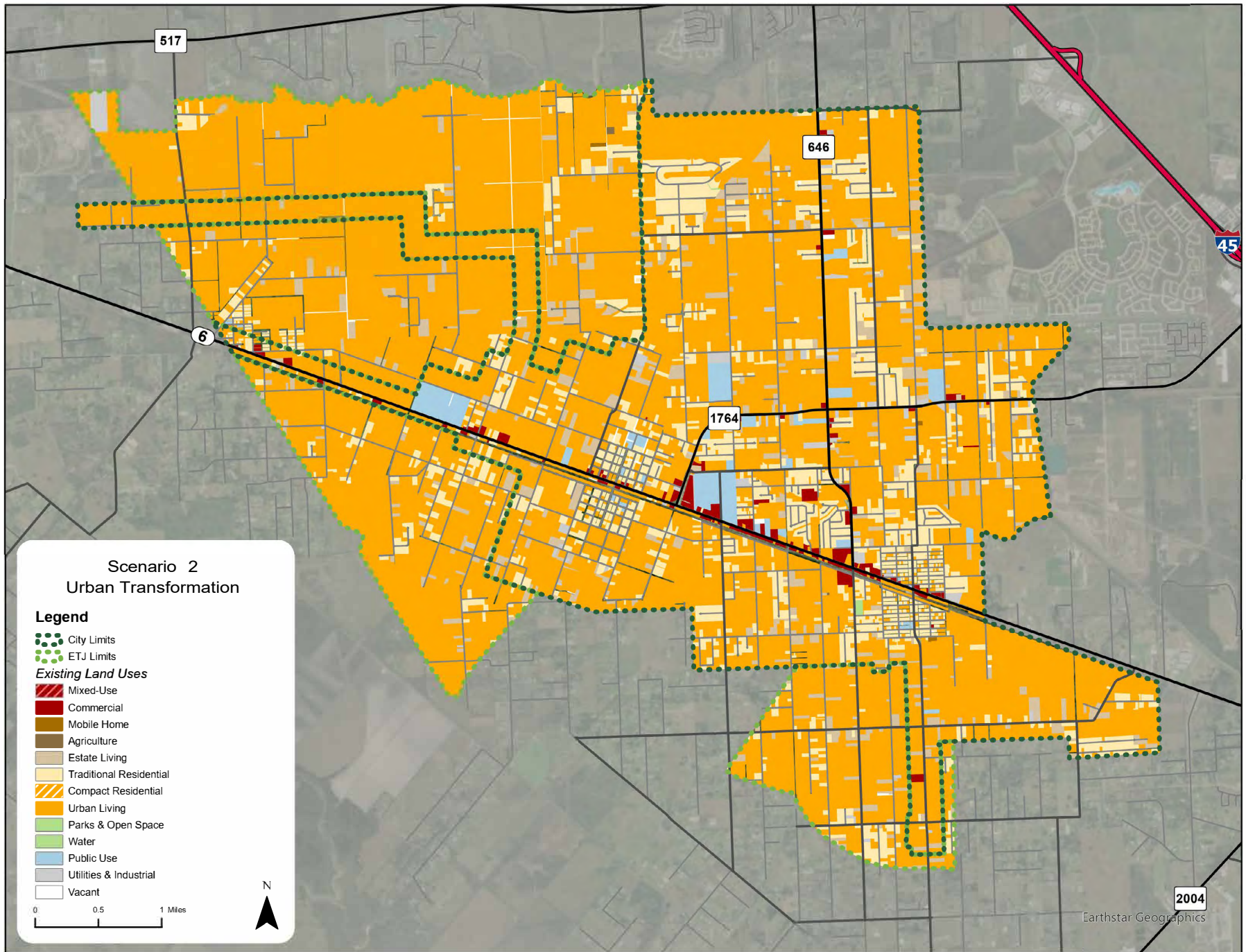
Finally, average household size is 2.54 people per home.

$$196,621 * 2.54 = 499,417 \text{ people}$$

About 499,417 people could reside in the “developable” land by year 2050. These new residents are added to the existing population in the already “developed” land, resulting in a total population within the City Limits and ETJ of about **510,139 people**.

This scenario yields a total population approximately 19 times greater than the population projected by H-GAC.



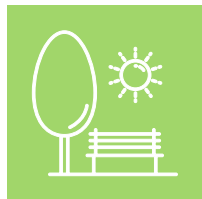


SCENARIO 3

★ This is the proposed scenario and is an outcome of the Future Land Use Plan

Ambitious but Balanced

In this scenario, the remaining “developable” land is built out with a variety of land uses, including mixed housing types, Public Use, Mixed-Use, etc. Some already “developed” land is redeveloped to complement these new land uses. Therefore, the total land area within the City Limits and ETJ was used in this analysis.



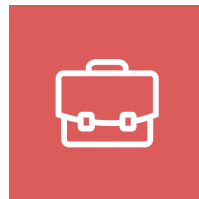
Public/Natural

14% total land
2,316 acres



Residential

74% total land
12,568 acres



Commercial

9% total land
1,597 acres



Industrial

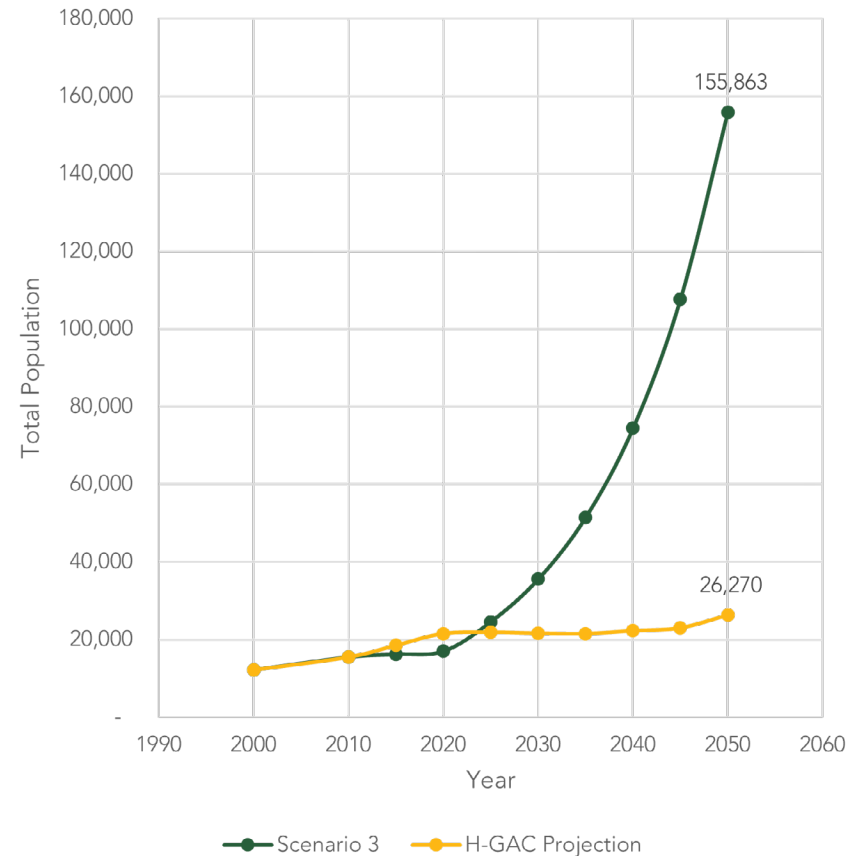
3% total land
577 acres

A variety of housing types make up the total Residential use. Each has its own assumed density (dwelling units per acre, or DU/acre), but all assume a household size of 2.54 people per home.

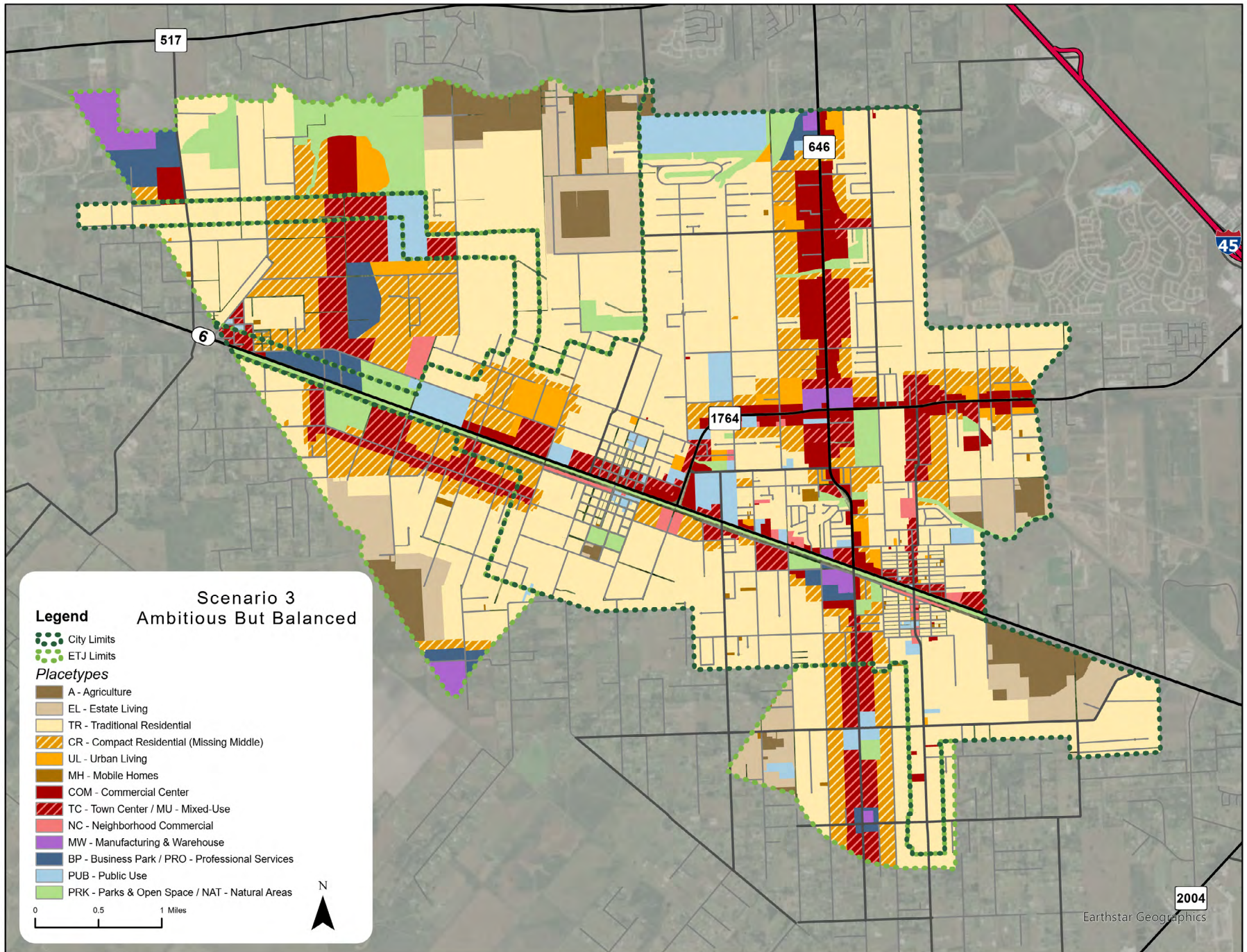
Housing Type	Percent Area	Acres	DU/Acre**	Dwelling Units	Residents
Mobile Homes	0.6%	104	0.30	31	80
Estate Living	6.3%	1,061	0.30	318	808
Traditional Residential	50.1%	8,476	3.35	28,395	72,123
Compact Residential	12.3%	2,088	6.70	13,990	35,536
Urban Living	2.0%	339	25.00	8,480	21,540
Town Center / Mixed-Use*	7.2%	1,218	25.00	10,148	25,777

*Assume that one-third of Town Center / Mixed-Use development is Residential and the remaining is used for Commercial

In sum, about **155,863** people would reside within the City Limits and ETJ by year 2050. This scenario yields a total population approximately 6 times greater than the population projected by H-GAC.



There is a desire for the City of Santa Fe to have more variety of commercial, entertainment, educational, and medical uses. Generally, these types of businesses locate where there is more population. A higher population is better for a city's economy. This scenario allows for portions of the city to remain rural, while providing the tax base and population to support the desired economic scenario.



SCENARIO COMPARISON



New developments are expected to follow the construction of the Grand Parkway. It is impossible to perfectly predict what these developments will look like and how many residents and businesses they will serve, however, considering these three future scenarios is a good place to start preparing.

Scenario 1 is called "Business As Usual" because it assumes that the current portion of residential development (60%) will be continued throughout the new developments, and that they will be Traditional Residential, which has been the recent trend for development in the city. A real single-family neighborhood was even used to determine the average density of homes (3.35 DU/acre). Despite these unassuming parameters, the population would be expected to grow more than 6 times its size as of 2020, however would not provide a mix of land uses to support the desired future economic growth.

Scenario 2 is called "Urban Transformation" because it would completely change the character of Santa Fe, turning it into a dense, highly populated urban space. This does not align with the character that community members want to maintain. Furthermore, the population would skyrocket to more than 40 times its size in 2020, which is far more people than Santa Fe could reasonably sustain even with a significant improvements to its infrastructure.

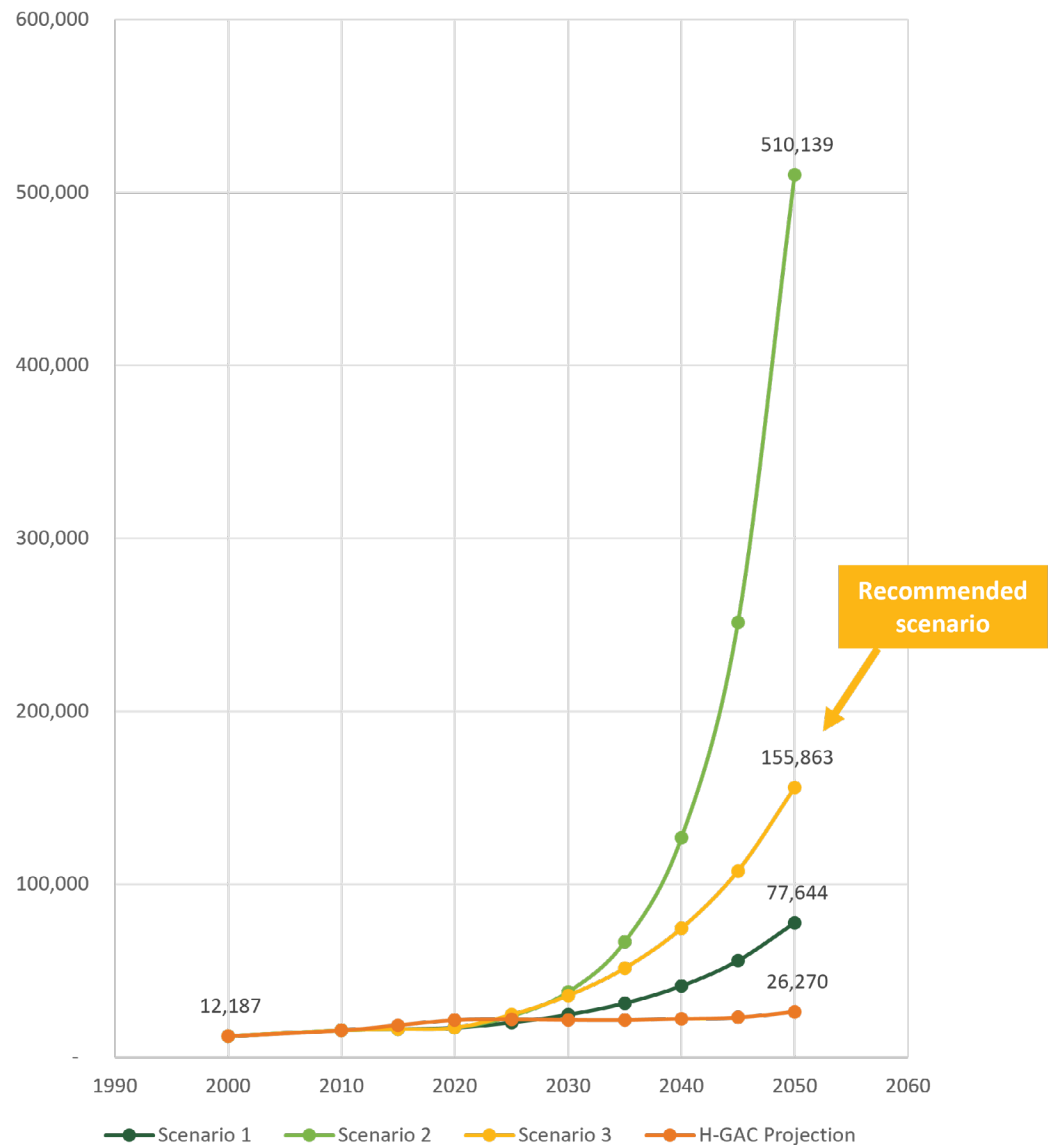
Scenario 3 is called “Ambitious But Balanced” because the projected population lands between that of the two previous scenarios and because it incorporates a variety of land uses that Santa Fe currently does not have.

This scenario not only projects a population of residents, but also approximates employees who work in the city. Having businesses and employees in Santa Fe has countless benefits, which are expanded upon in the Economic Development chapter.

This scenario also preserves Agriculture, Estate Living, and Parks & Open Space, with the intention to maintain the desired look, feel, and overall character that the community has expressed a desire for. This relatively open space also allows the city to “breathe” and provide variety for those who enjoy the outdoors; this is expanded on more in the Parks & Open Spaces chapter.

Finally, this scenario is potentially less burdensome on infrastructure than Scenario 2 because there are fewer people to serve and because high-density developments are concentrated along thoroughfares.

For these reasons, Scenario 3 is the proposed Future Land Use Plan (FLUP) for Santa Fe.



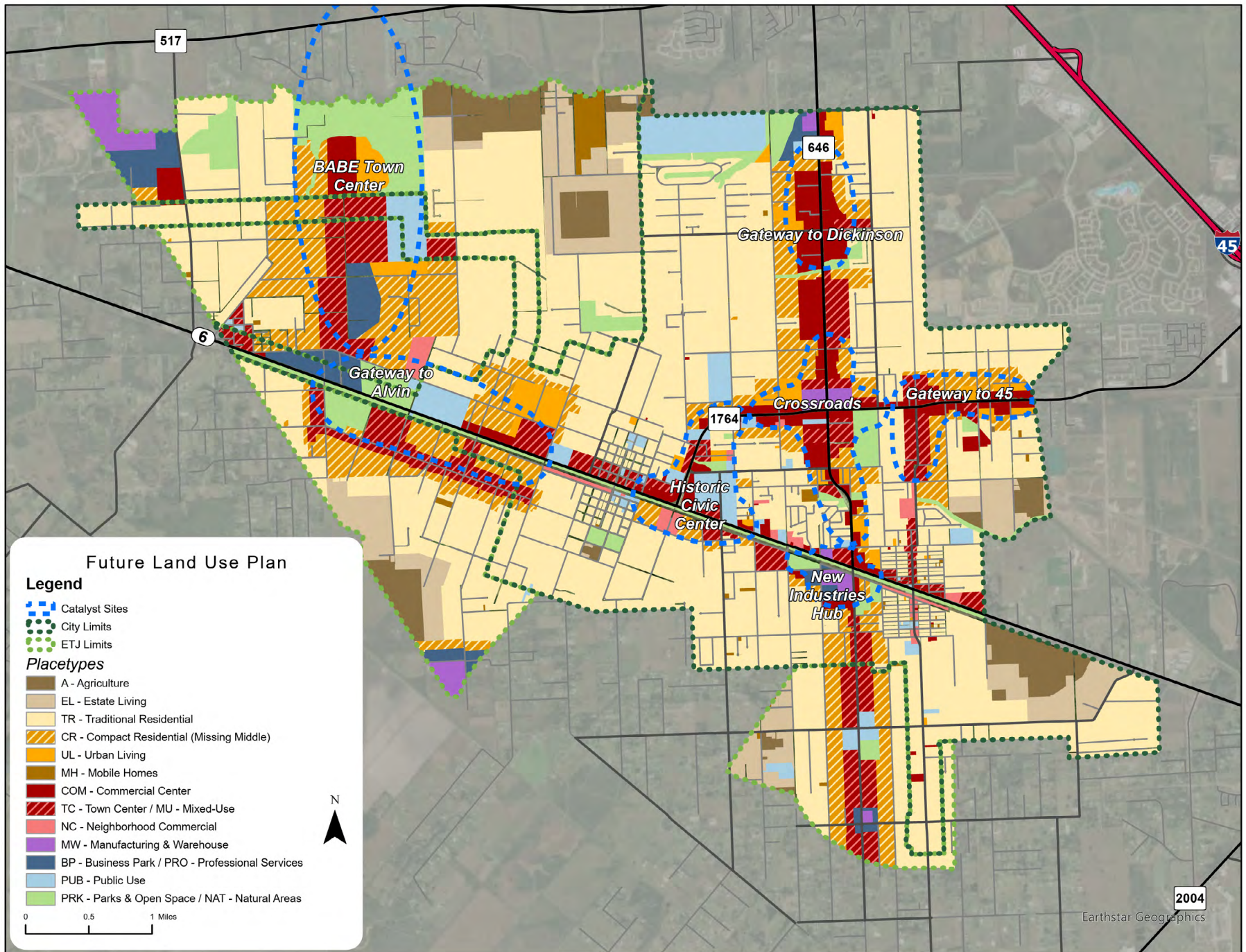
CATALYST SITES

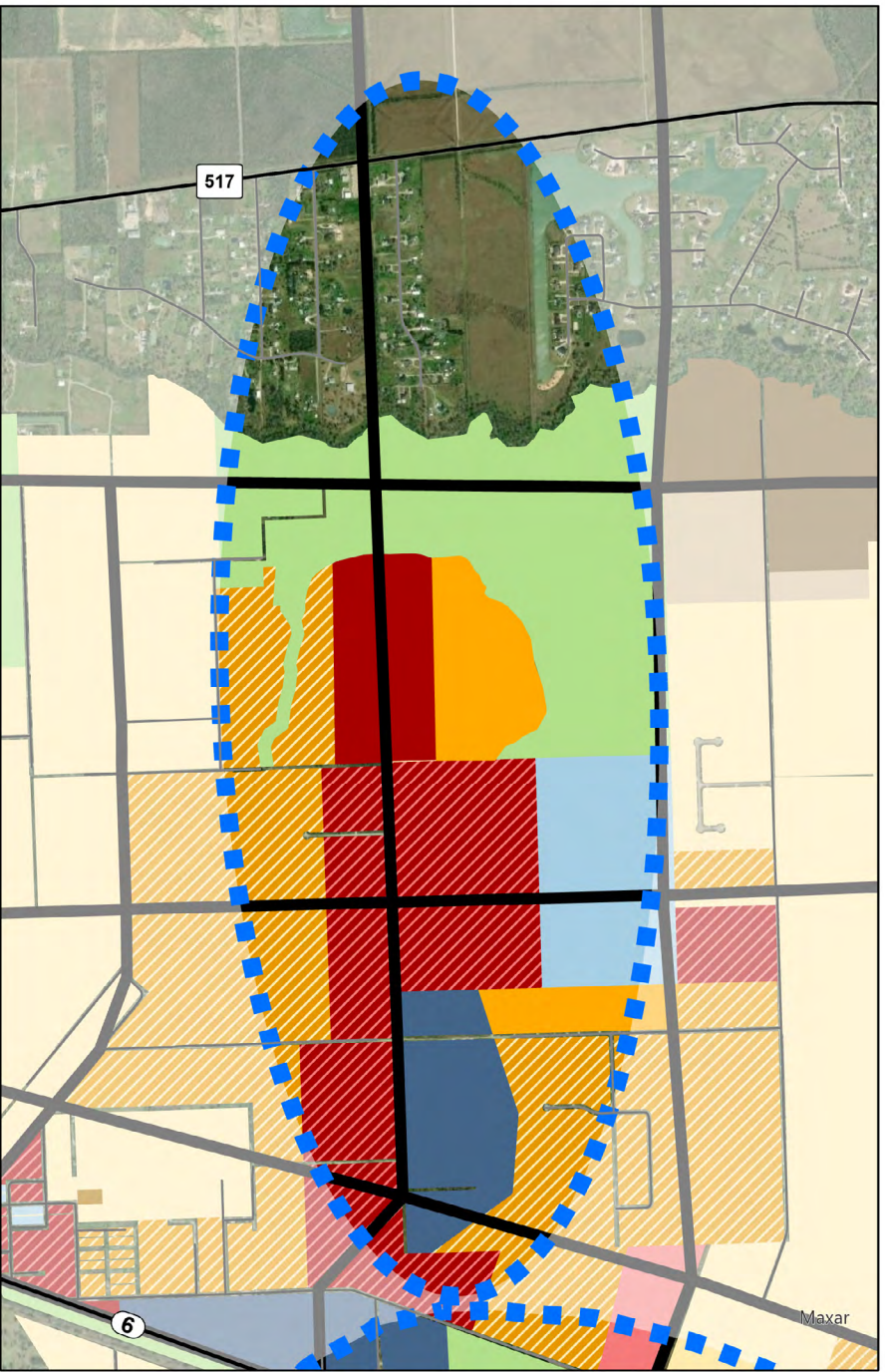
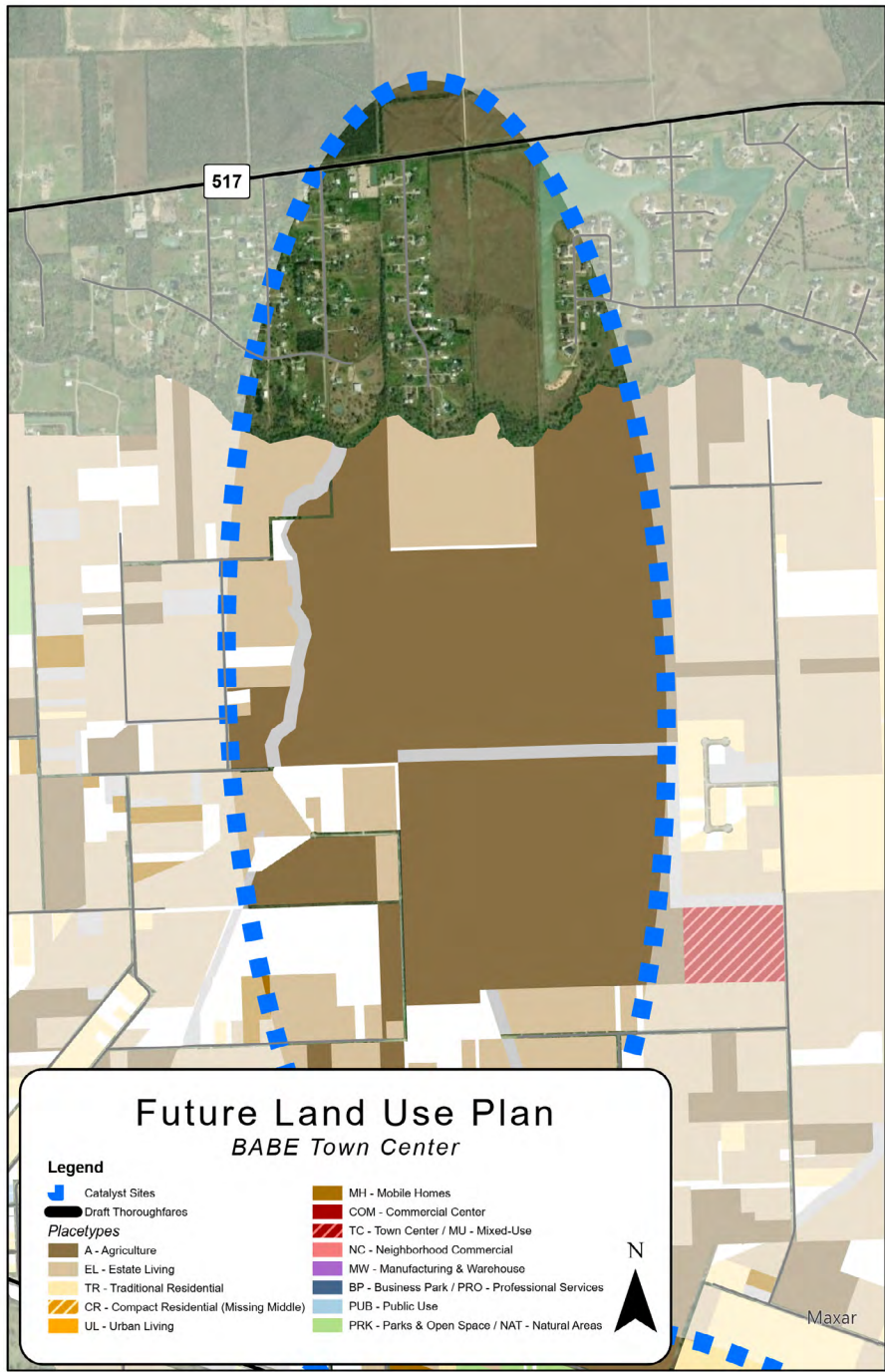
Resounding feedback from the community indicated that there was not a desire to see development all throughout the city. Residents enjoy the small-town atmosphere. Therefore, seven catalyst sites were identified as areas where most of the carefully managed growth would be concentrated.

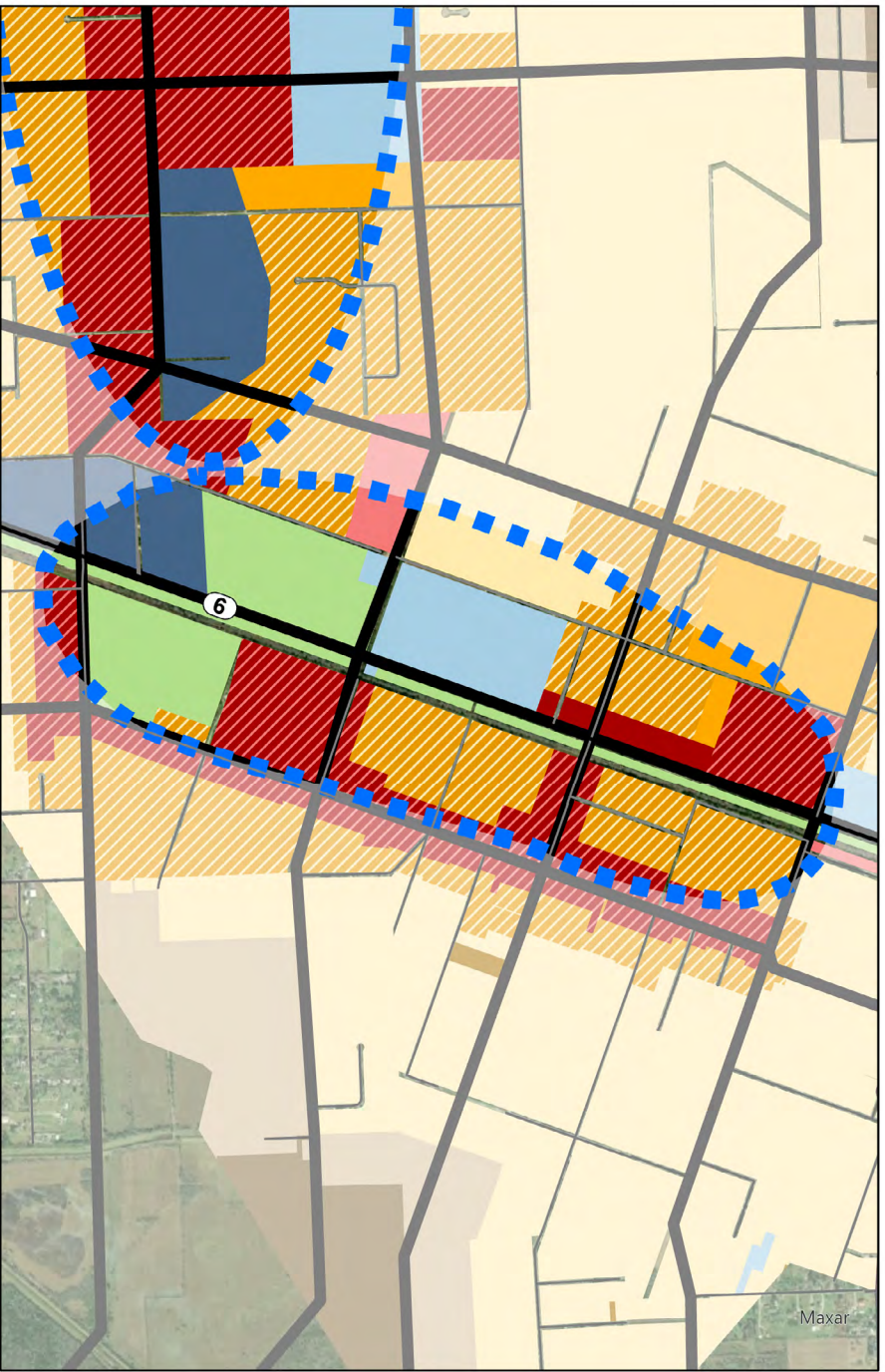
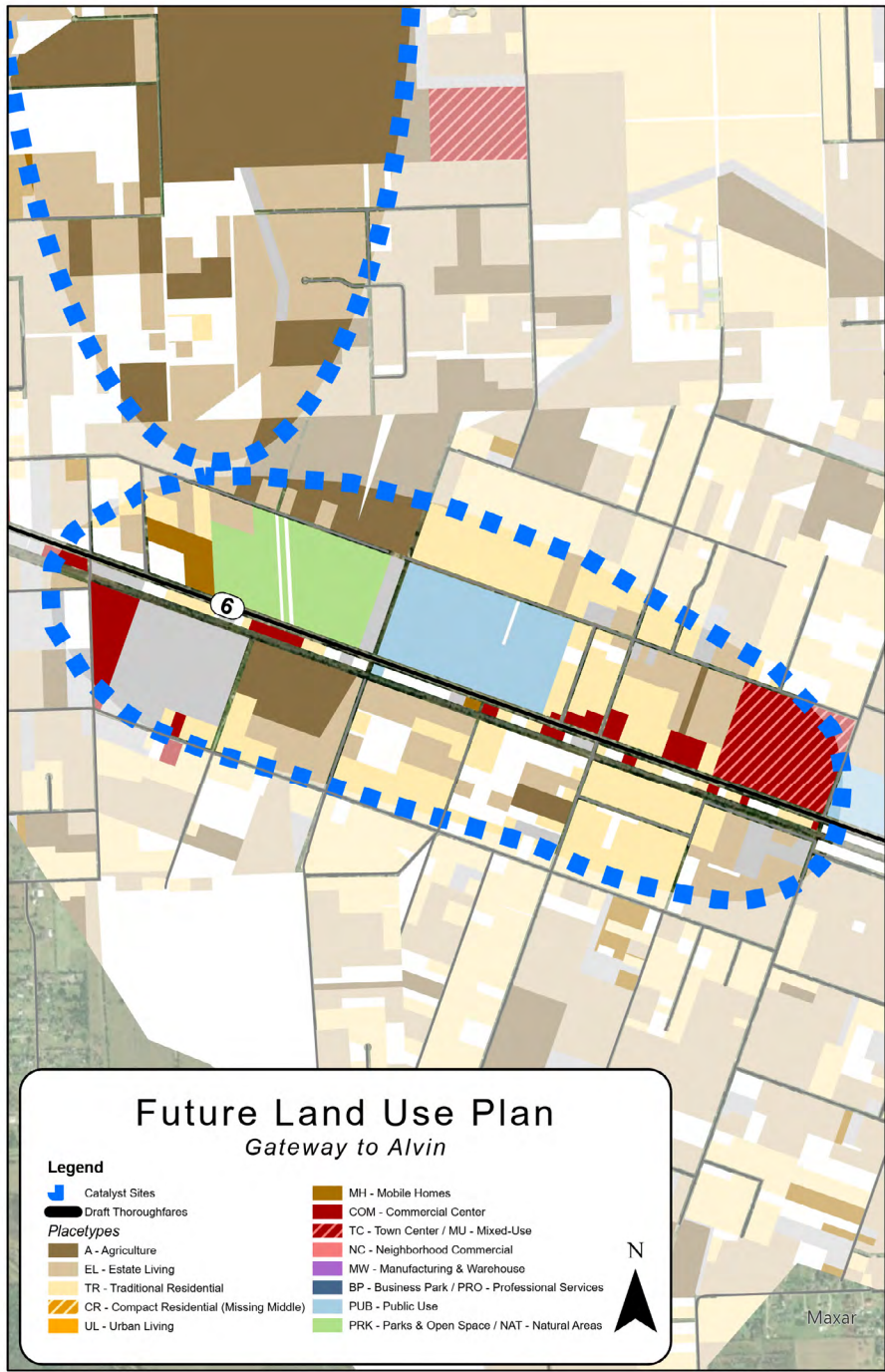
Catalyst sites were identified along existing or future thoroughfares, as development typically happens in these areas.

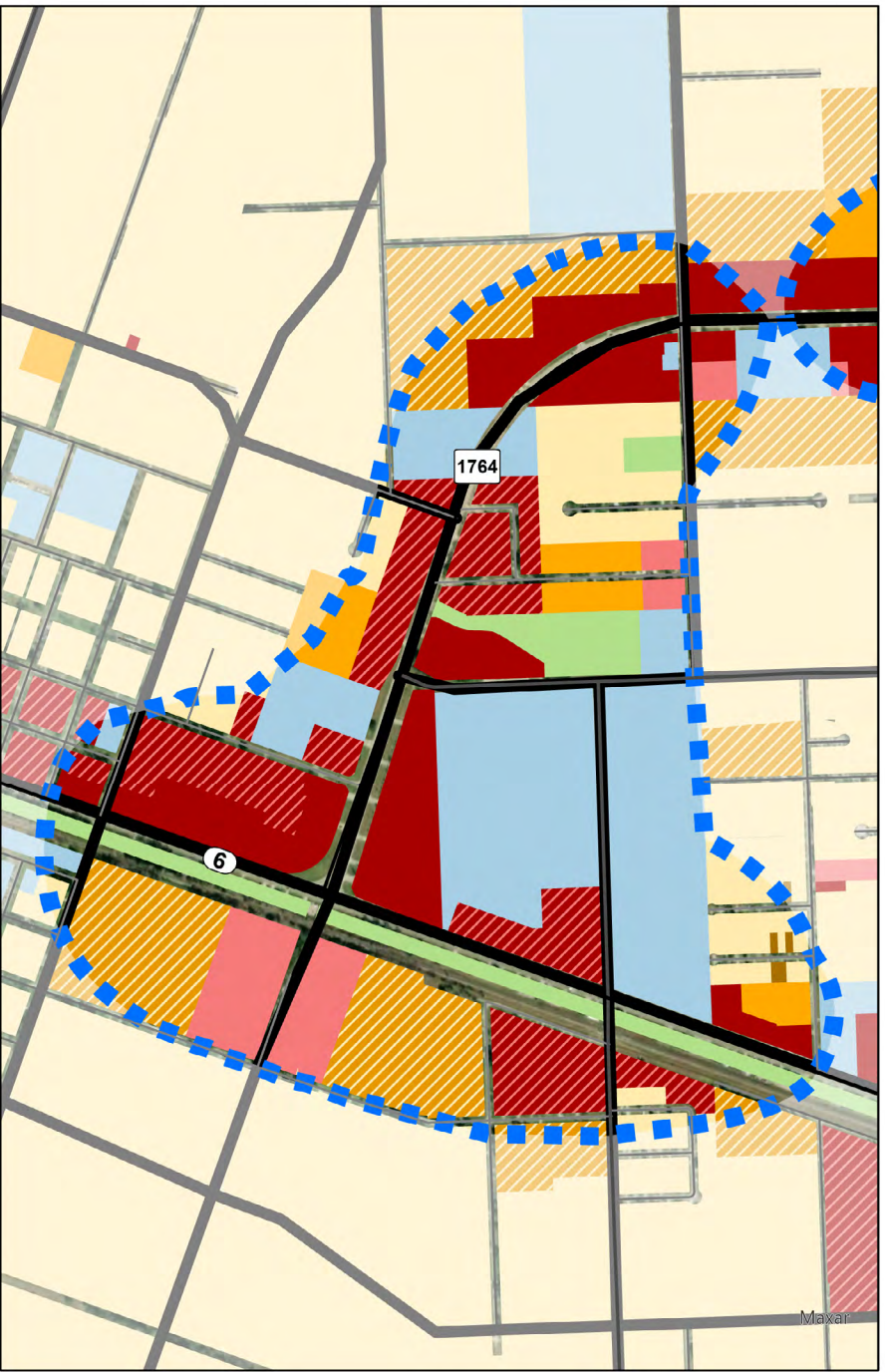
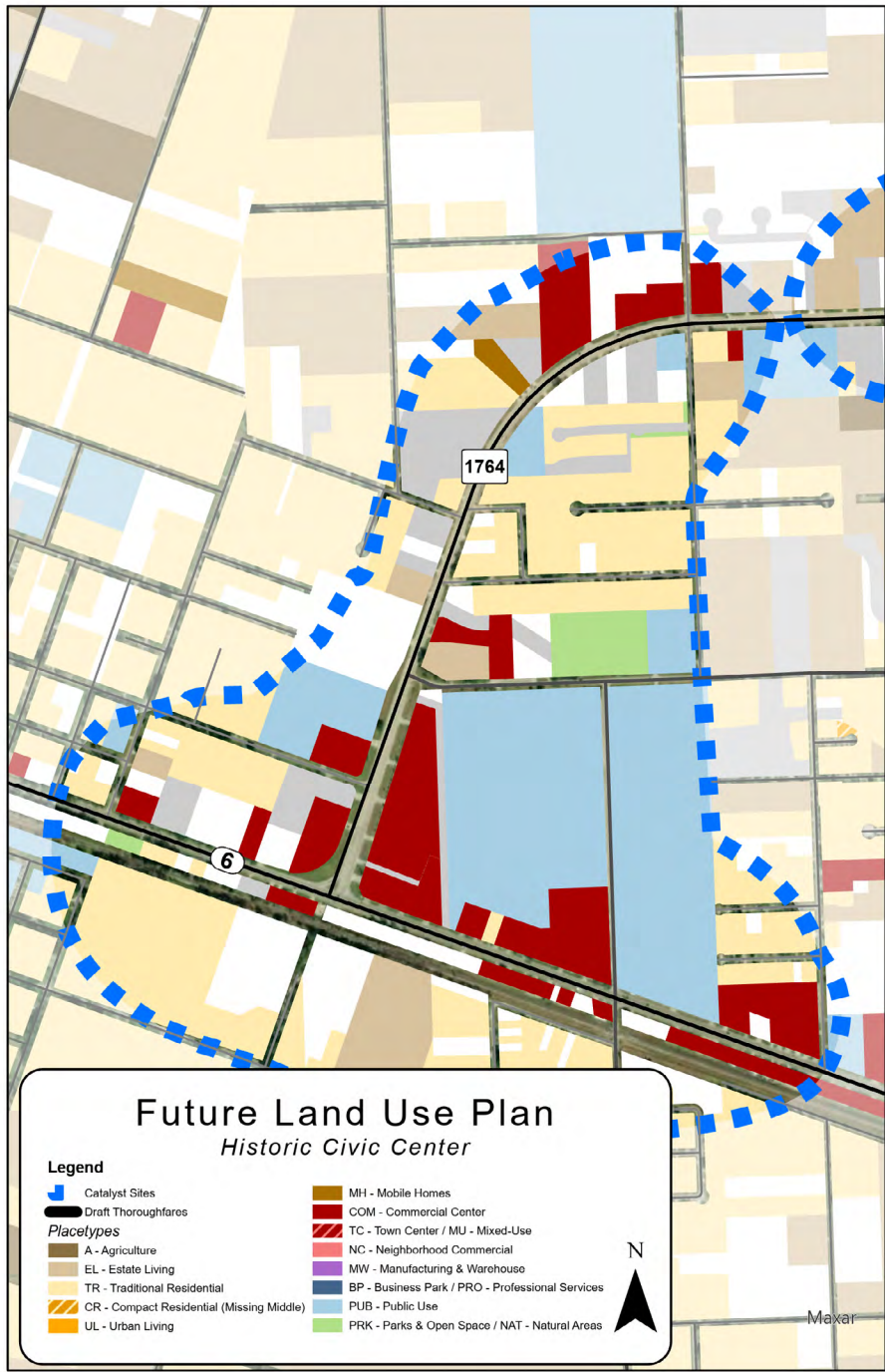
Catalyst sites are previously discussed in the Placemaking chapter.

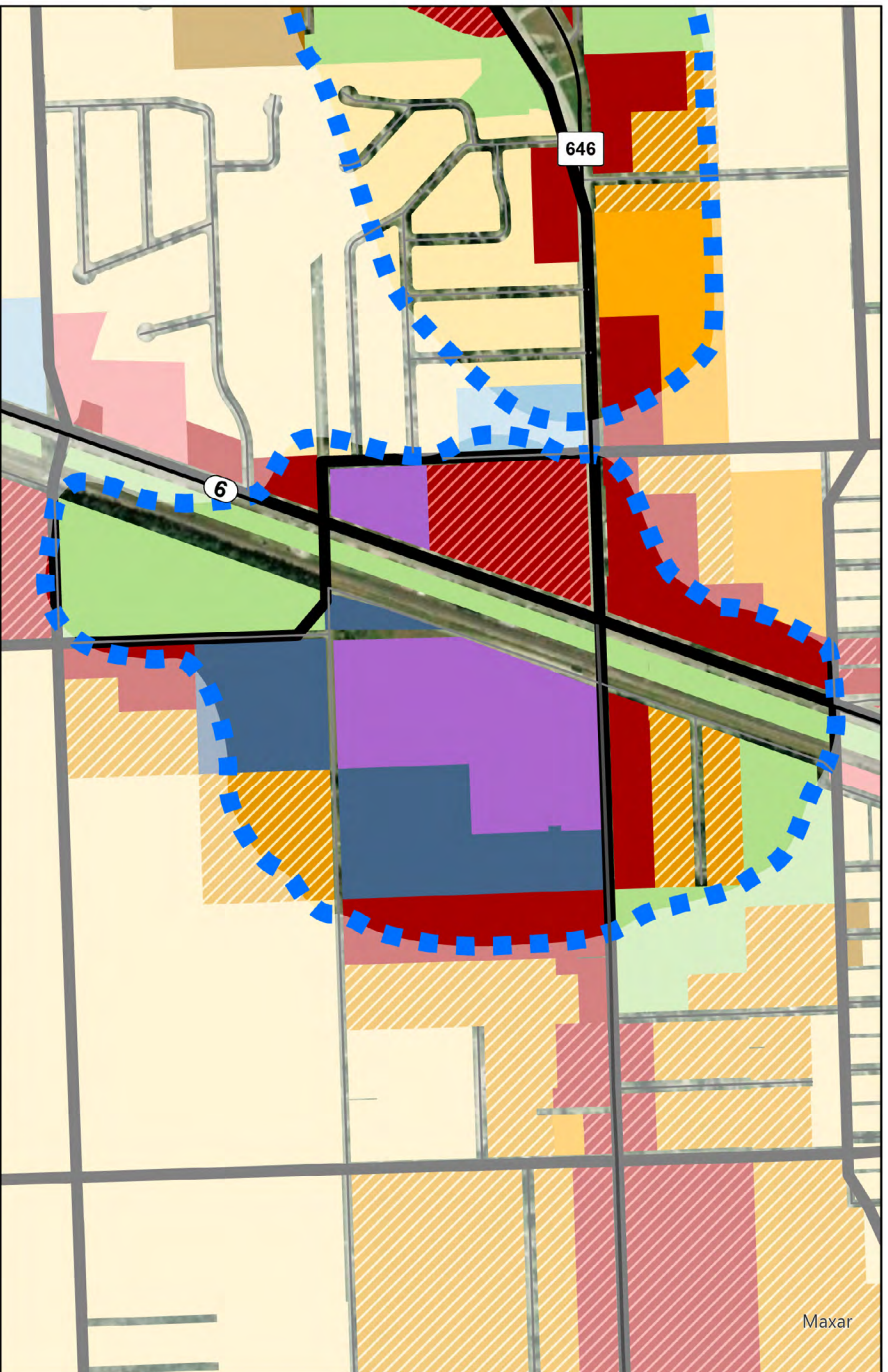
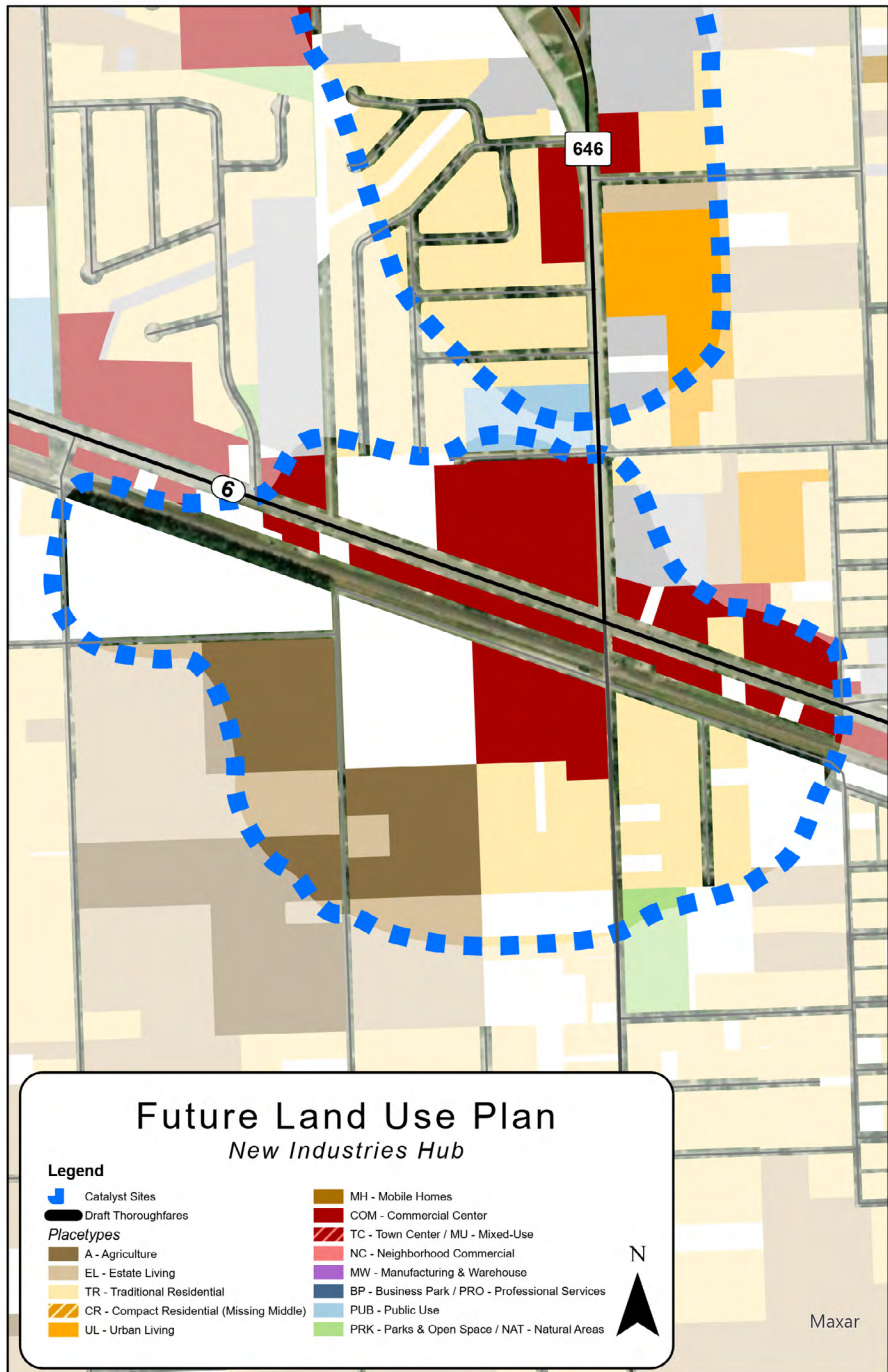
The following pages illustrate the Future Land Use Plan in direct comparison with existing land use in each of the seven catalyst sites.

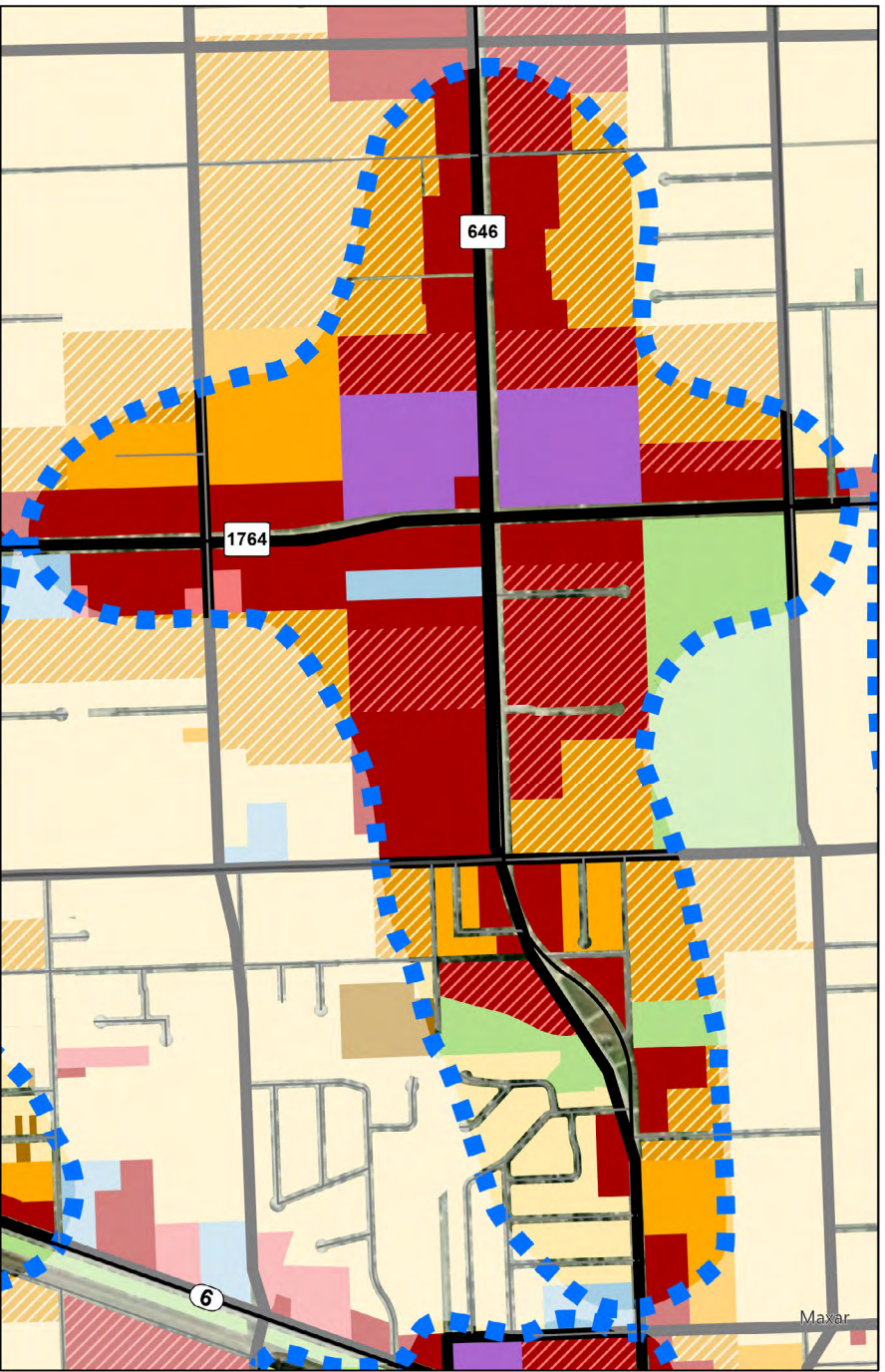
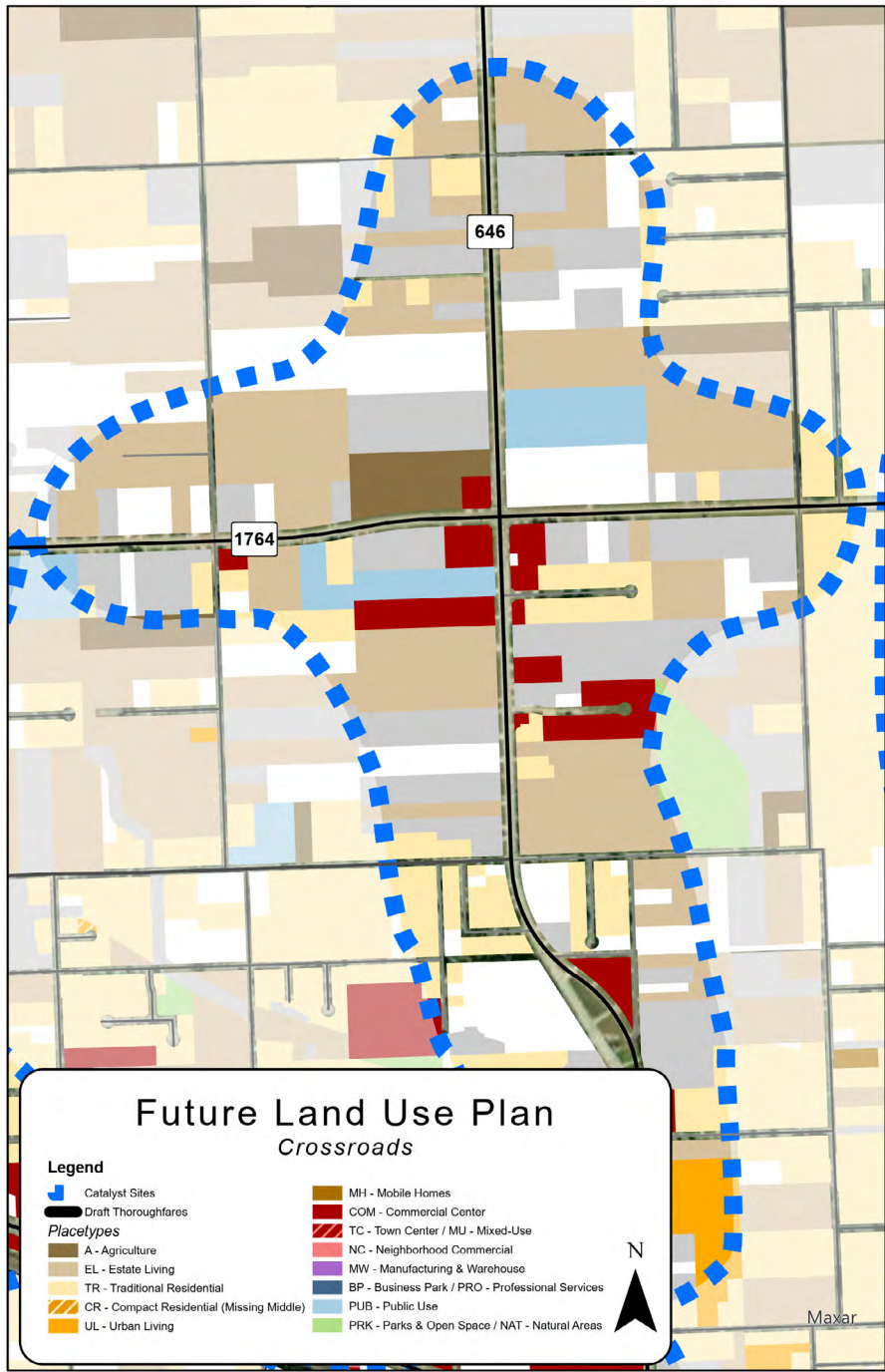


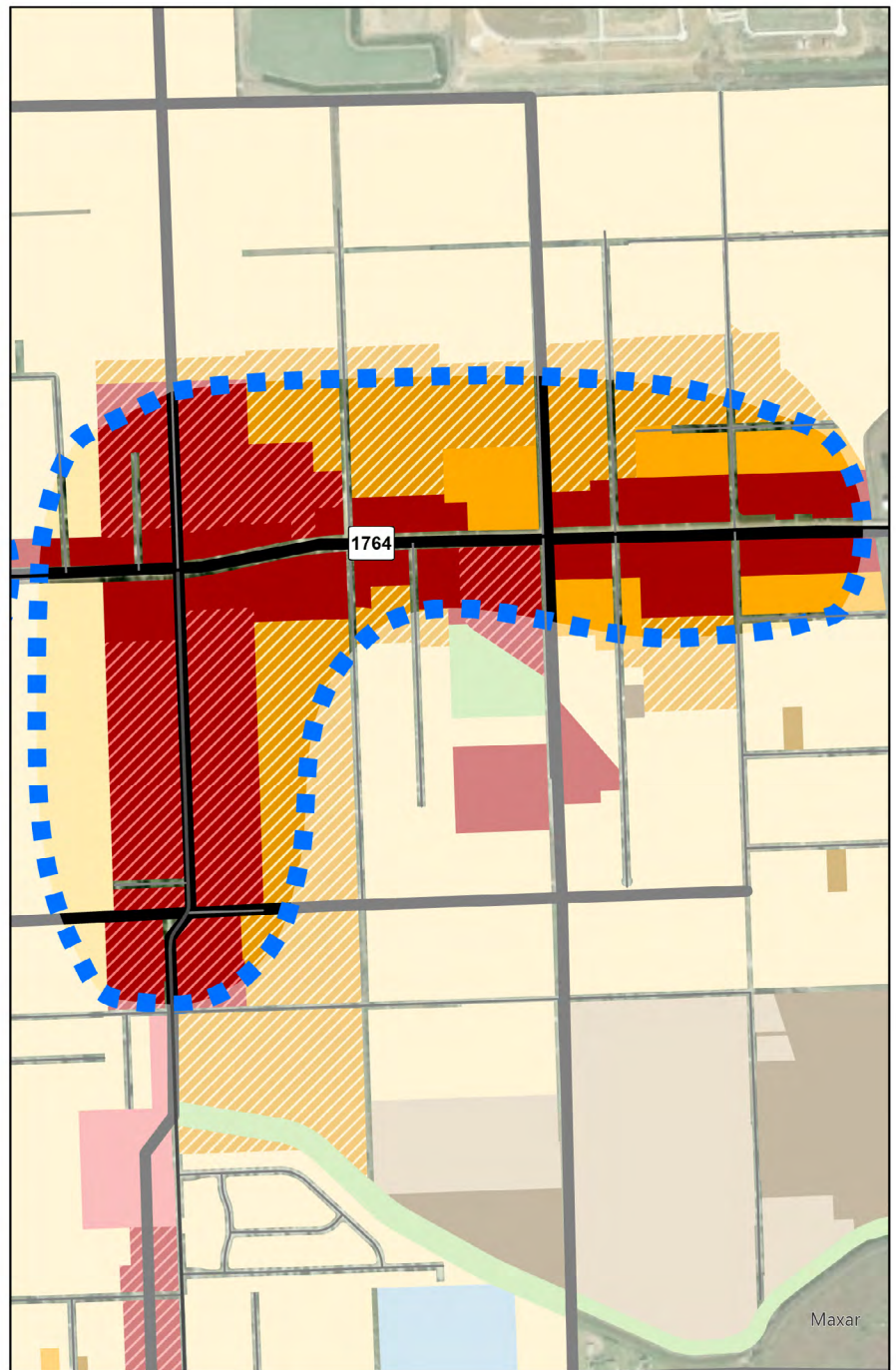
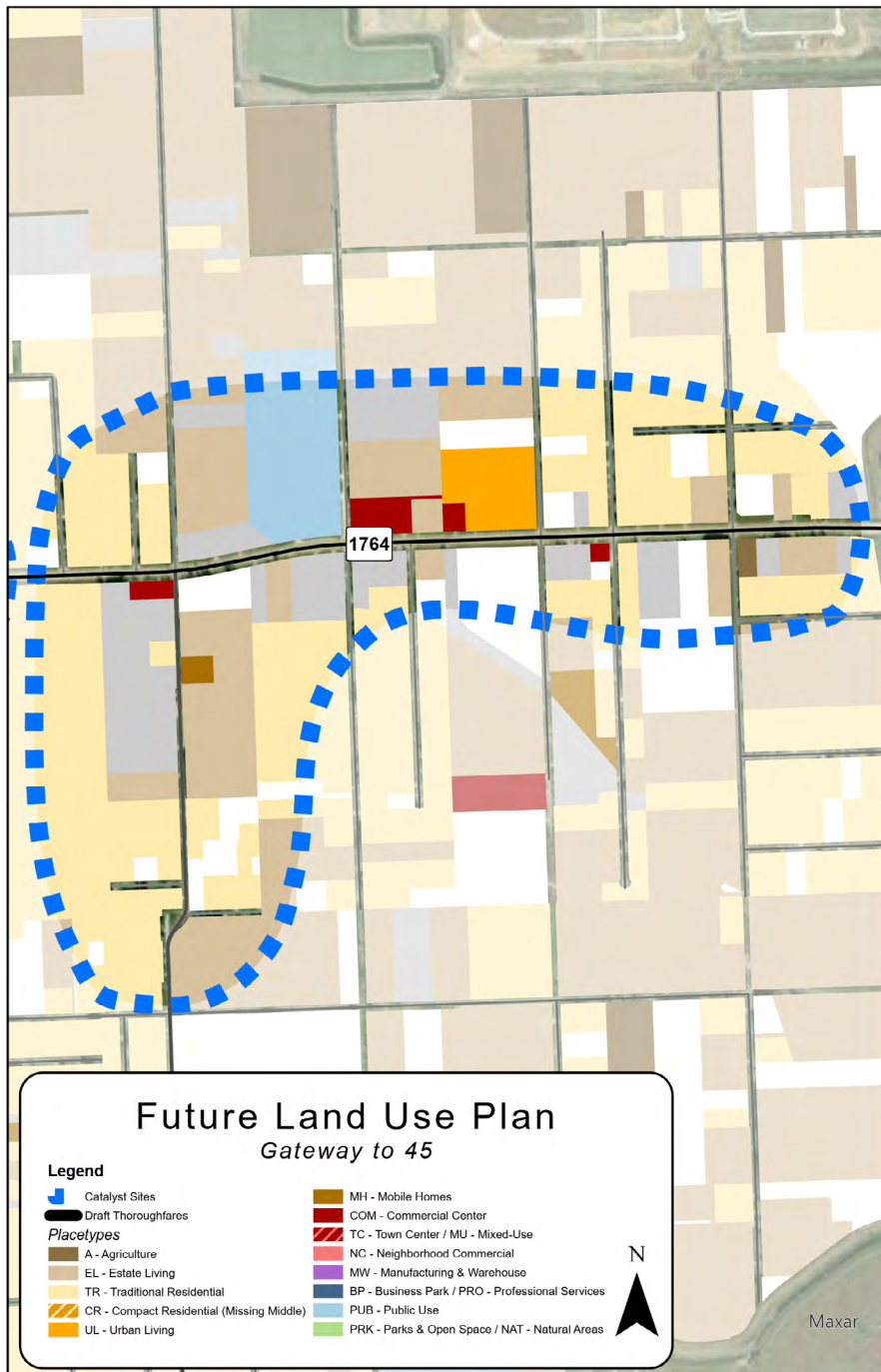












Future Land Use Plan Gateway to 45

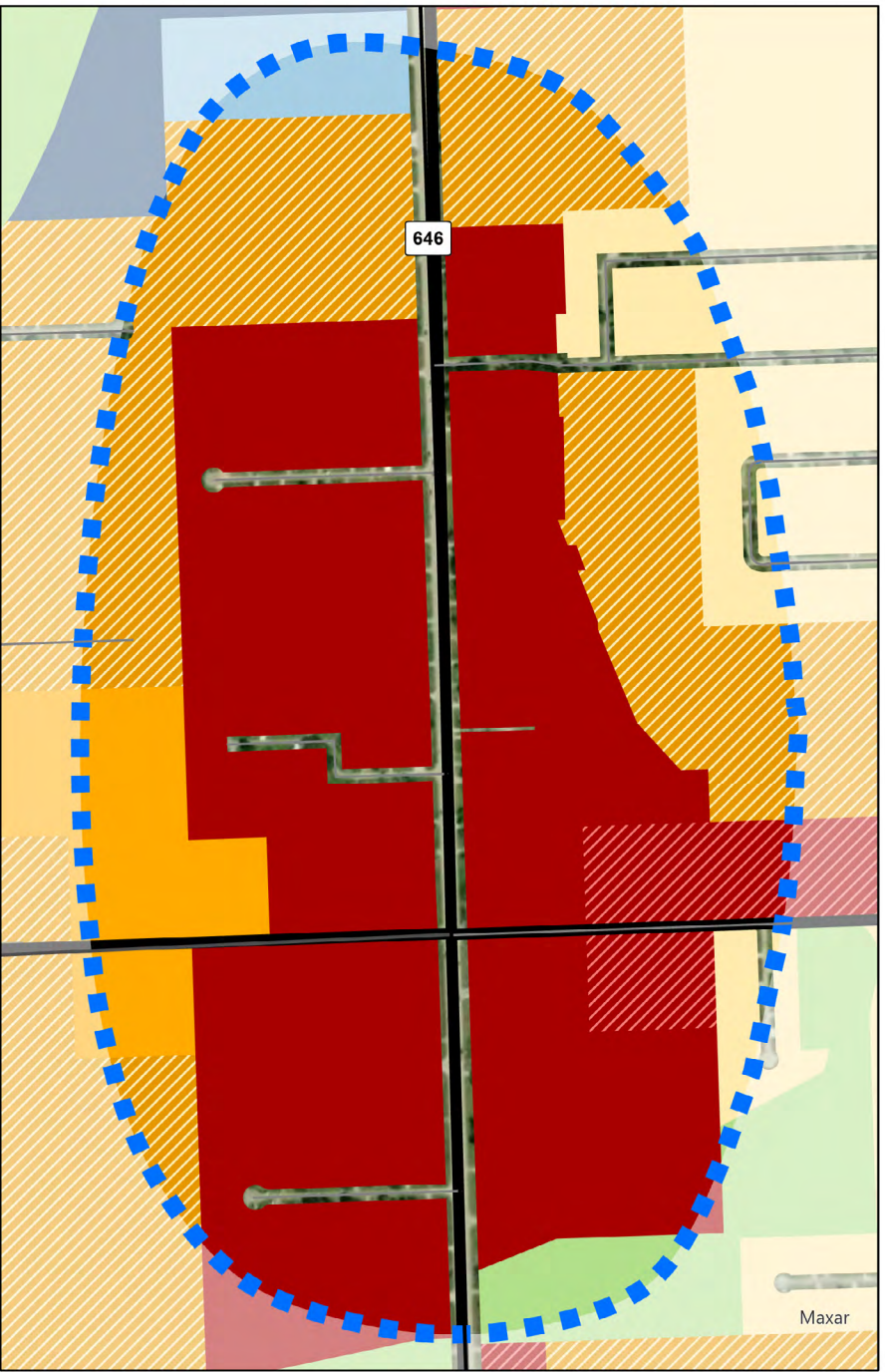
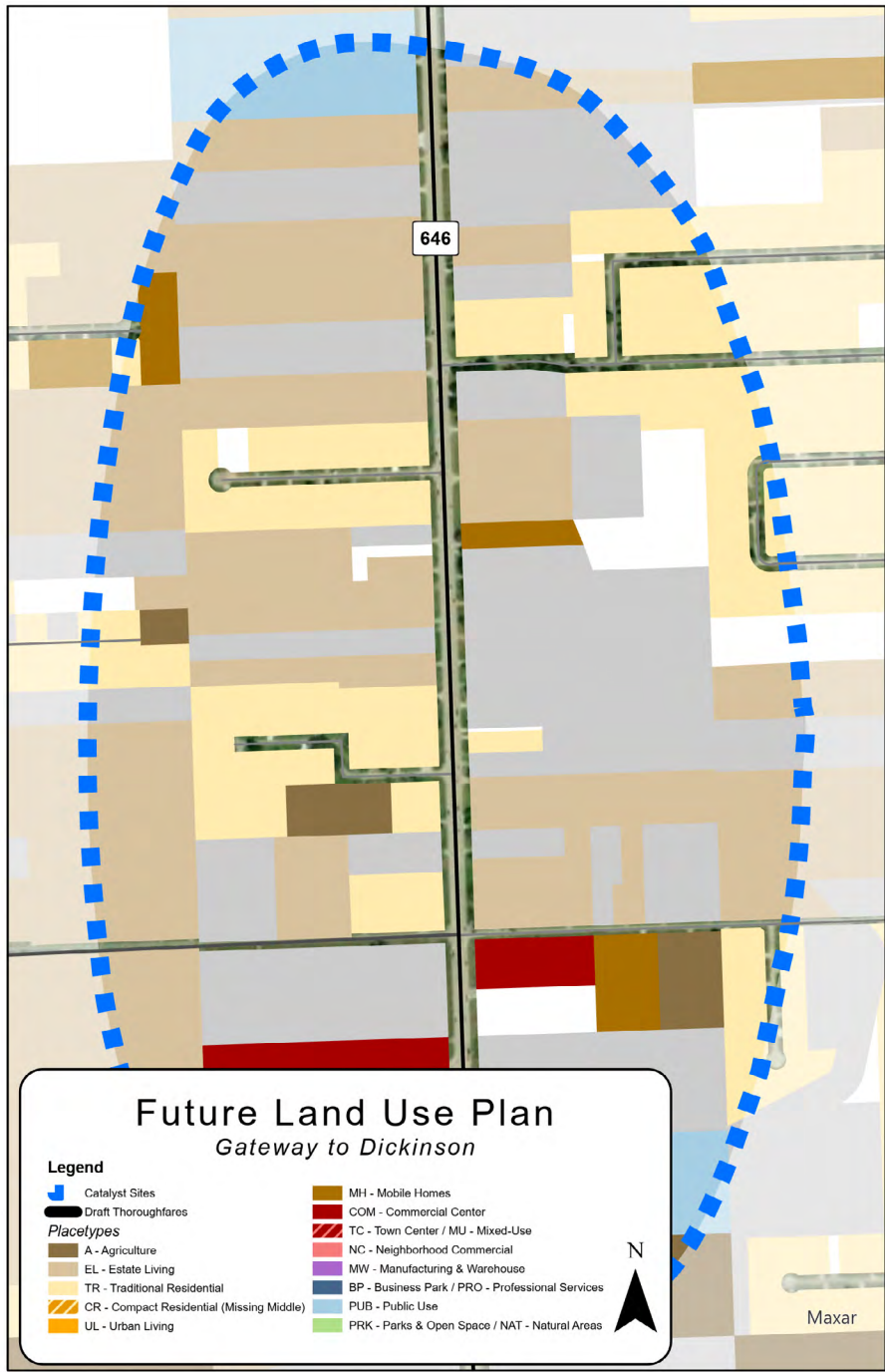
Legend

- Catalyst Sites
- Draft Thoroughfares
- Placetypes**
- A - Agriculture
- EL - Estate Living
- TR - Traditional Residential
- CR - Compact Residential (Missing Middle)
- UL - Urban Living
- MH - Mobile Homes
- COM - Commercial Center
- TC - Town Center / MU - Mixed-Use
- NC - Neighborhood Commercial
- MW - Manufacturing & Warehouse
- BP - Business Park / PRO - Professional Services
- PUB - Public Use
- PRK - Parks & Open Space / NAT - Natural Areas



Maxar

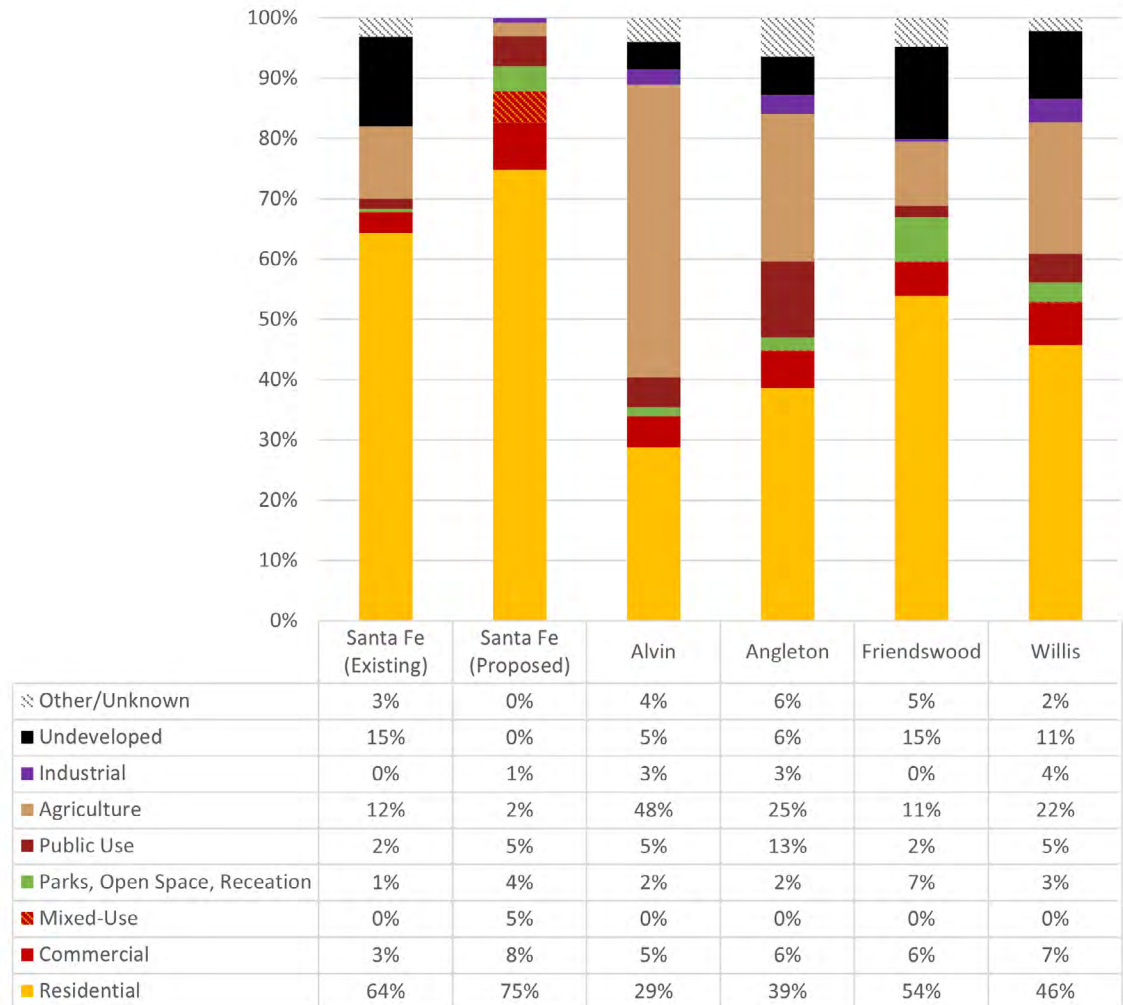
Maxar



PEER CITIES

- ▶ Santa Fe has a greater percentage of residential land than any of its peer cities, both in its existing and proposed state.
- ▶ The percentage of Agricultural land in Santa Fe as it exists today is on the lower end, relative to its peer cities.
- ▶ Commercial use in Santa Fe currently does not match what the other cities have; the FLUP adds some more commercial within the city limits, but in order to compete with peer cities in the future, annexing the BABE town center (mostly outside city limits as of this study) may be essential.
- ▶ Santa Fe currently has the smallest percentage of parks; the FLUP will bring parks up to 4% of all land area within city limits alone, which is only exceeded by Friendswood (7%).

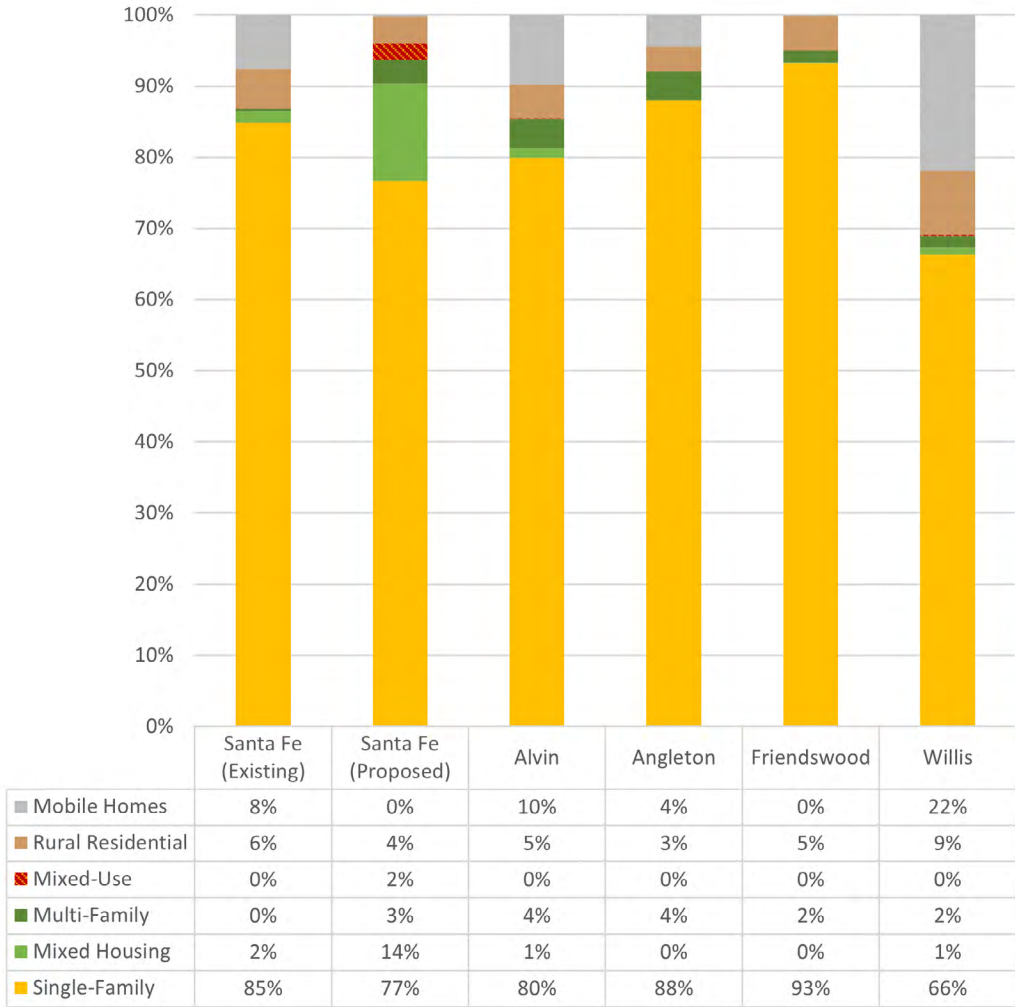
All Land Uses



- Rural Residential land decreases from 6% to 4% of all residential land between the existing and proposed states.
- Single-Family residential decreases from 85% to 77% of all residential land, but because of increased density and variety of housing options, the total residential land and total population still increases between the existing and proposed states.

These land use types do not perfectly align with the placetypes defined in this plan because they are based on H-GAC's Regional Land Use Information System (RLUIS) data instead of appraisal district data. H-GAC data was used because these peer cities all fall within its jurisdiction and a more accurate land use comparison could be made.

Residential Land Use



RECOMMENDED ACTIONS

Update the Unified Development Code

- Revise the zoning standards and matrix
- Include graphics and renderings to provide visual guidelines
- Revise the Santa Fe zoning map to align with the updated Future Land Use Plan

Provide user-friendly online tools to help navigate the development process

- Develop a Comprehensive Plan checklist to determine an application's adherence to the plan's vision and goals; can be used by applicants and decision-makers
- Create an online interactive map with a database that identifies parcels permitted for specific uses

Foster an ongoing dialogue with the public about the Future Land Use Plan

- Inform the development community about updated policies
- Introduce new land use opportunities to property owners and realtors
- Create a process for regular updates of the Future Land Use Plan

06

ECONOMIC DEVELOPMENT

CHALLENGE

Young adults and families are choosing neighboring communities due to Santa Fe's lack of variety in entertainment, employment and educational opportunities

OPPORTUNITY

Continue to support existing local businesses while attracting employers that can provide a variety of jobs, entertainment, and basic needs; provide work training or other supplemental education

ECONOMIC DEVELOPMENT

An analysis of the local economy in Santa Fe indicates an above average retail trade share; however, residents mention that retail options are not diverse and that they often leave the city to shop.

Most residents leave the city to work, and since 2019 office space vacancy has increased in comparison to the region.

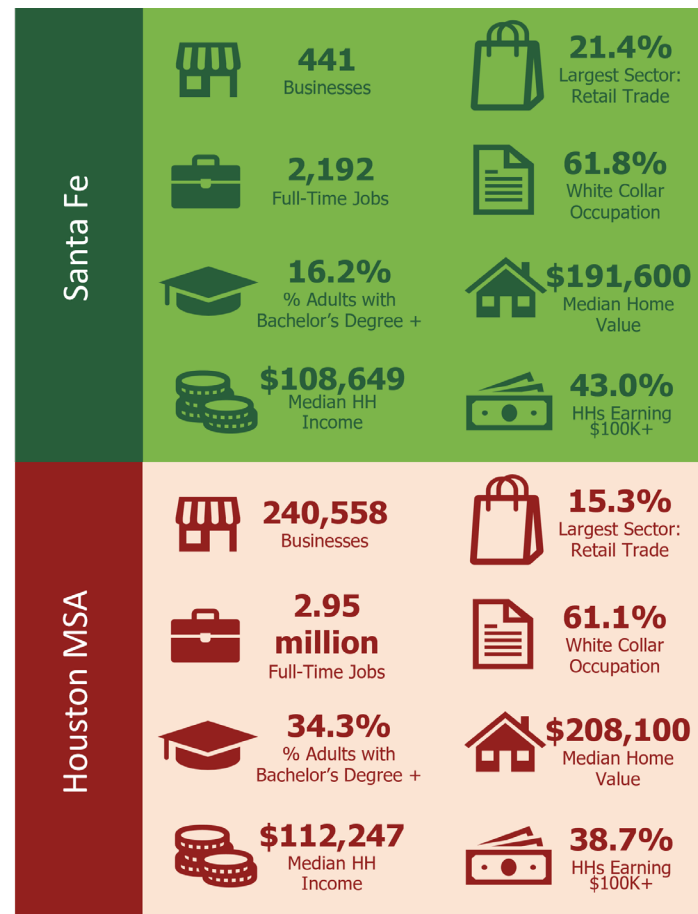
Increasing the workday population and providing more opportunities for residents to live and work in Santa Fe would help strengthen the local economy and make the city more attractive for potential residents.

CHALLENGE

Young adults and families are choosing neighboring communities due to Santa Fe's lack of variety in entertainment, employment and educational opportunities

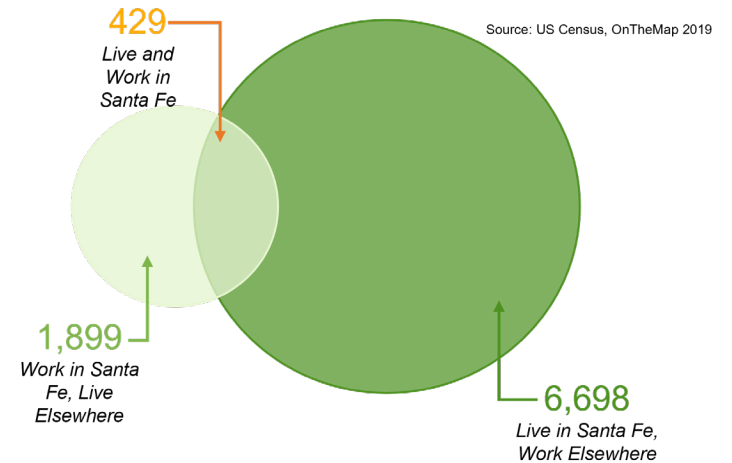
OPPORTUNITY

Continue to support existing local businesses while attracting employers that can provide a variety of jobs, entertainment, and basic needs; provide work training or other supplemental education



Placetypes	Area (acres)	FAR	Employment Type	Jobs
Commercial Center	667	0.15	Retail	8,715
Neighborhood Commercial	113	0.15	Retail	1,470
Public Use	642	0.10	Education / Religious	3,728
Business Park / Professional Services	356	0.20	Service	10,317
Manufacturing & Warehouse	220	0.05	Basic	439
Town Center / Mixed-Use	818	0.15	Retail / Service	34,363
Total	2,816	-	-	59,032

Employment parcels (proposed) account for 16% of the entire City + ETJ area



An analysis of the Future Land Use Plan indicates that full build out would provide 59,000 jobs within the City and ETJ. The city should also provide workforce training to support residents that desire alternatives to four-year degrees.

Recommended Actions

- Develop a strategic economic plan with the EDC
- Provide diverse economic opportunities through regional partnerships
- Expand support for existing and future local businesses
- Strengthen the mutually beneficial relationship with Santa Fe ISD

DEMOGRAPHIC CHARACTERISTICS

Santa Fe has an older population than Galveston County as a whole. Through the public engagement process, residents of varying ages expressed that young people and families are choosing to live in neighboring communities instead of Santa Fe due to a lack of opportunities and amenities in the city.

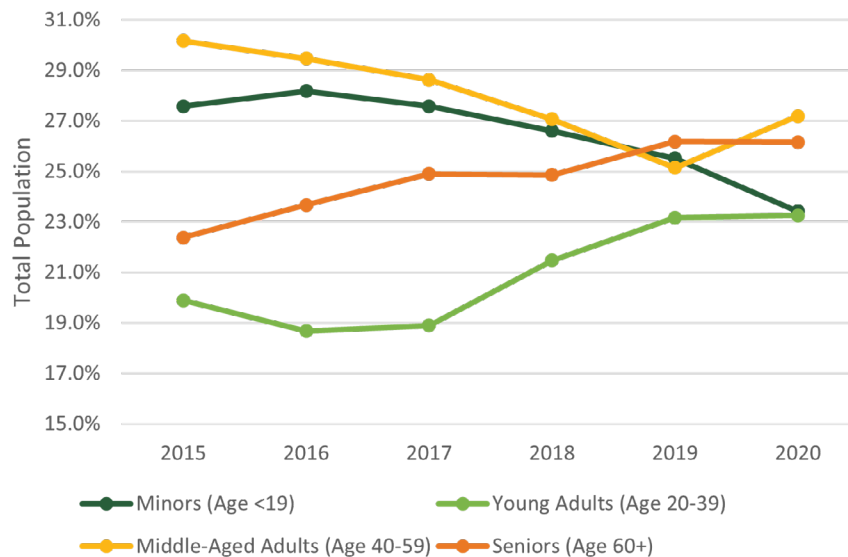
Average Annual Population Growth by Age Group

	Santa Fe	Galveston County
Minors	-3.16%	-0.38%
Young Adults	1.67%	-0.25%
Adults	-0.28%	-1.05%
Seniors	2.26%	1.66%

Source: US Census

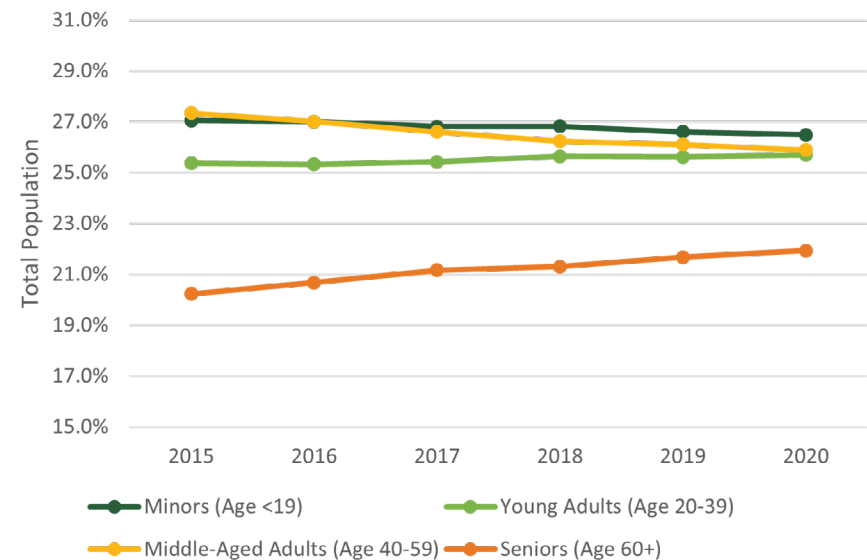
“ Again, in terms of entertainment business. If you want people to spend their money here, you have to give them things to do and stuff to spend it on. Everybody leaves town to spend money because there is nothing to do here. Put in more entertainment, even if it’s not necessarily small mom and pop style.
-Online survey response ”

Age Groups in Santa Fe



Source: US Census

Age Groups in Galveston County



Source: US Census

HOUSEHOLD CHARACTERISTICS

Average Household Size, 2022

Source: ESRI BAO



2.58

Santa Fe



2.60

Galveston
County



2.80

Houston
MSA

Santa Fe has a similar average household size when compared to Galveston County, but lower than the larger Houston MSA. Expectedly, the share of households with children is correspondingly higher in the MSA than in Santa Fe or Galveston. The most common household size in Santa Fe are those with two-persons, representing more than two-thirds of the total. The most common size in the MSA is households with four or more people.

Comparison of Shares of Households by Size, 2022

Source: ESRI BAO



Share of Households with Children

Source: ESRI BAO

Area	% Households w/ Children
City of Santa Fe	37.0%
Galveston County	36.3%
Houston MSA	40.9%

MARKET ANALYSIS: PEER CITIES

- Santa Fe has a smaller local economy than some peer cities, with fewer businesses and a lower employee/resident ratio
- Despite the lowest percentage of residents with a bachelor's degree or higher, Santa Fe retains one of the highest median incomes of the peer group
- The percentage of people that work in 'white collar' professions is about average in Santa Fe, around 60%

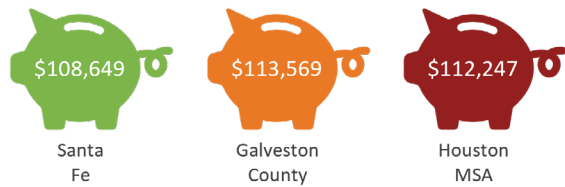
Santa Fe, TX	 441 Business Population	 2,192 Full Time Job Population	 20 Employee/ Resident Ratio
Dennison, TX	 1,012 Business Population	 11,672 Full Time Job Population	 47 Employee/ Resident Ratio
Hutto, TX	 412 Business Population	 4,721 Full Time Job Population	 15 Employee/ Resident Ratio
Alvin, TX	 1,149 Business Population	 14,063 Full Time Job Population	 50 Employee/ Resident Ratio
Friendswood, TX	 1,461 Business Population	 10,136 Full Time Job Population	 24 Employee/ Resident Ratio
Angleton, TX	 796 Business Population	 8,319 Full Time Job Population	 42 Employee/ Resident Ratio

INCOME CHARACTERISTICS

Santa Fe has a slightly lower household income than both Galveston County and the larger Houston MSA but lags only by a marginal percentage. While it is a marginal percentage, it indicates less disposable income than its neighbors.

Overall, 57% of households make less than \$100,000 per year. Another 23% earn \$100,000-\$149,999 annually, and 20% of households in Santa Fe earn more than \$150,000 a year.

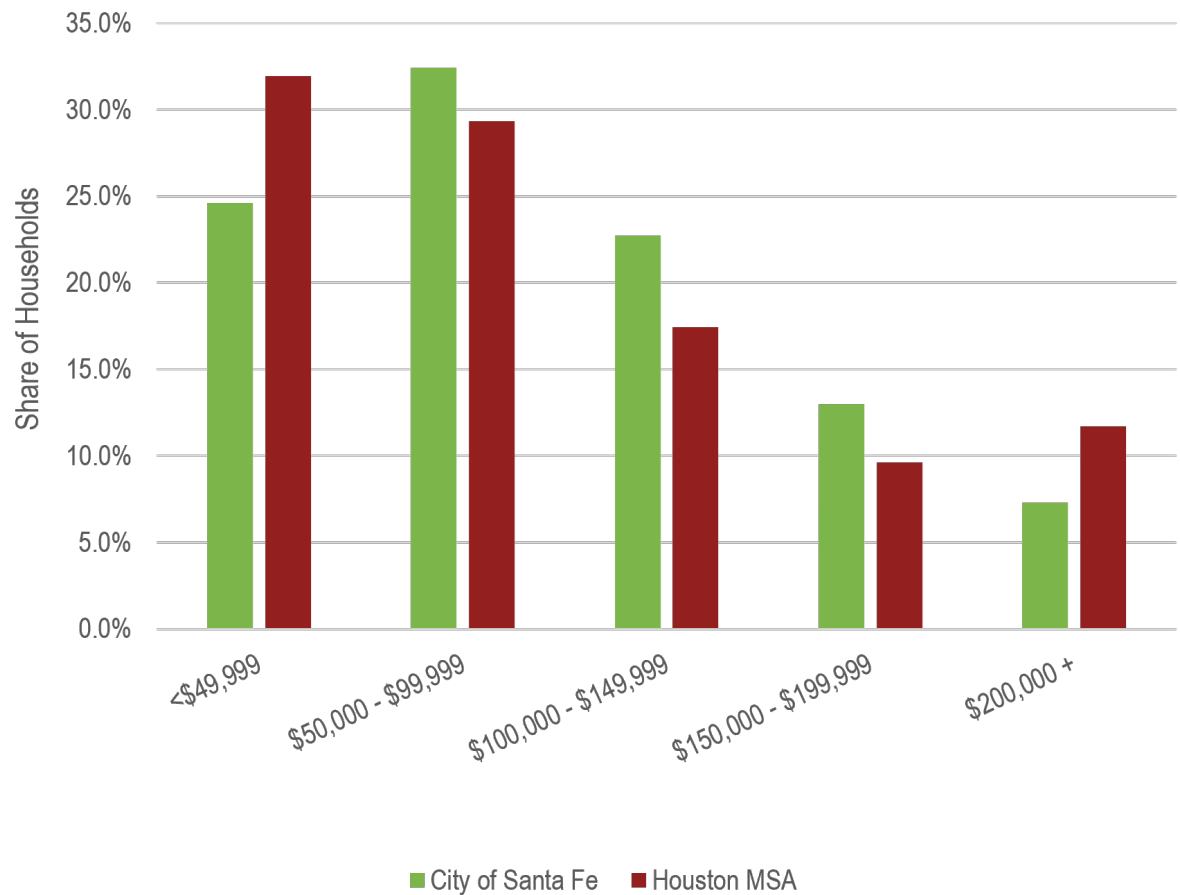
Median Household Income, 2022



Source: ESRI BAO

Comparisons of Household by Income, 2022

Source: ESRI BAO

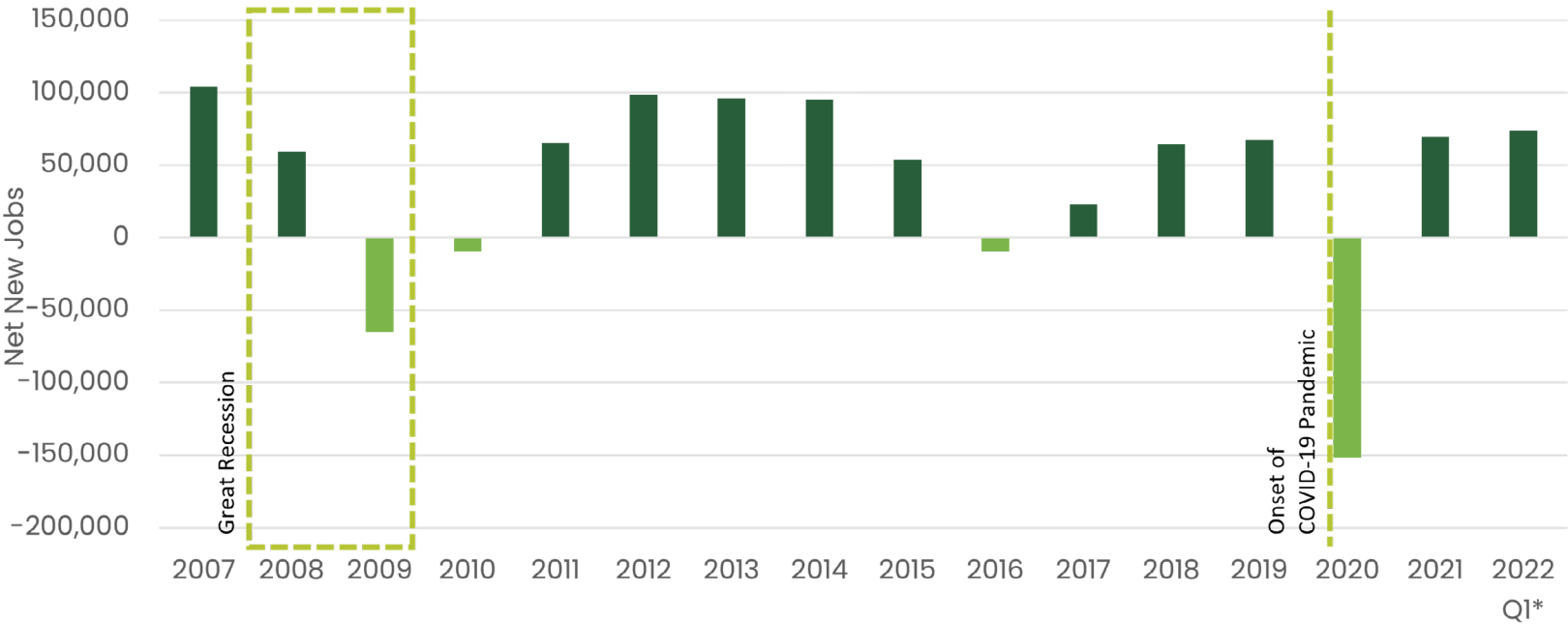


REGIONAL EMPLOYMENT GROWTH

In years of positive job growth, net gains have averaged 65,000 new jobs. Disruptions were consistent with national trends.

Annualized Regional (Houston MSA) Job Growth, 2006-2022(Q1)

Source: US BLS

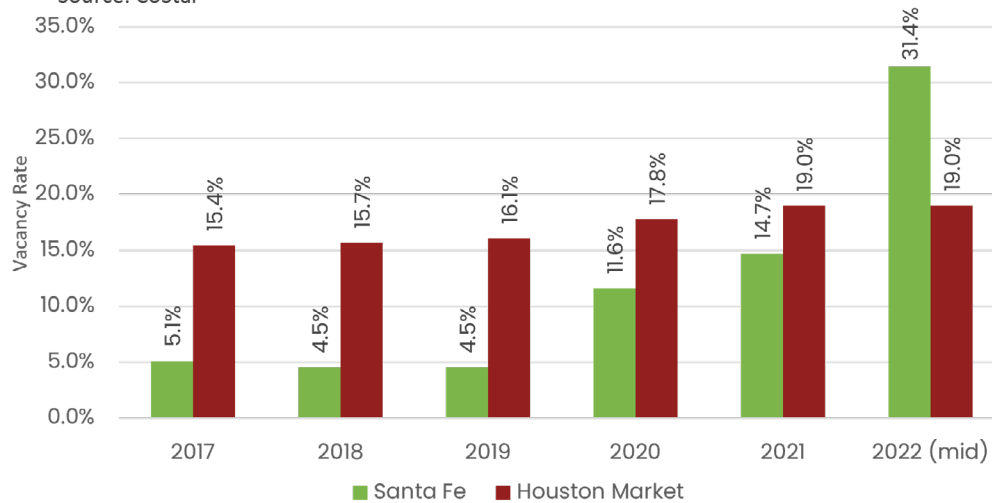


OFFICE CONSIDERATIONS

- The Santa Fe office market has seen negative absorption since the onset of the pandemic, accelerating the vacancy rate from 4.5% pre-pandemic to 31.4% in 2022
- Rents are less than half of Houston Area office rent (price per square foot)
- Rents and vacancy rates are more volatile compared to the larger Metro and submarket due to the limited inventory

Comparison of Office Vacancy Rate Trends, 2017 - mid 2022

Source: CoStar



Comparison of Office Rent Trends, 2017 - mid 2022

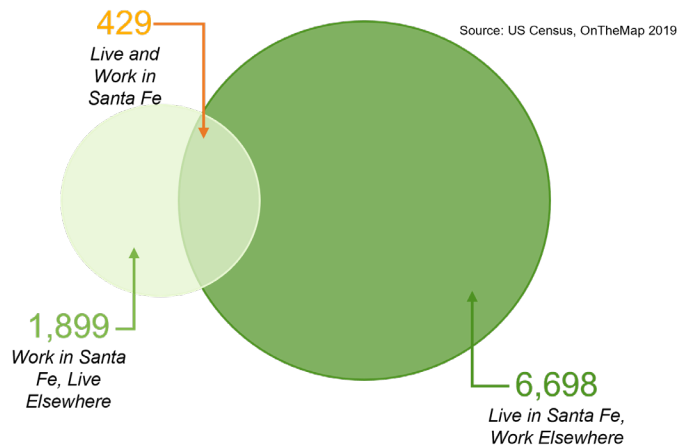
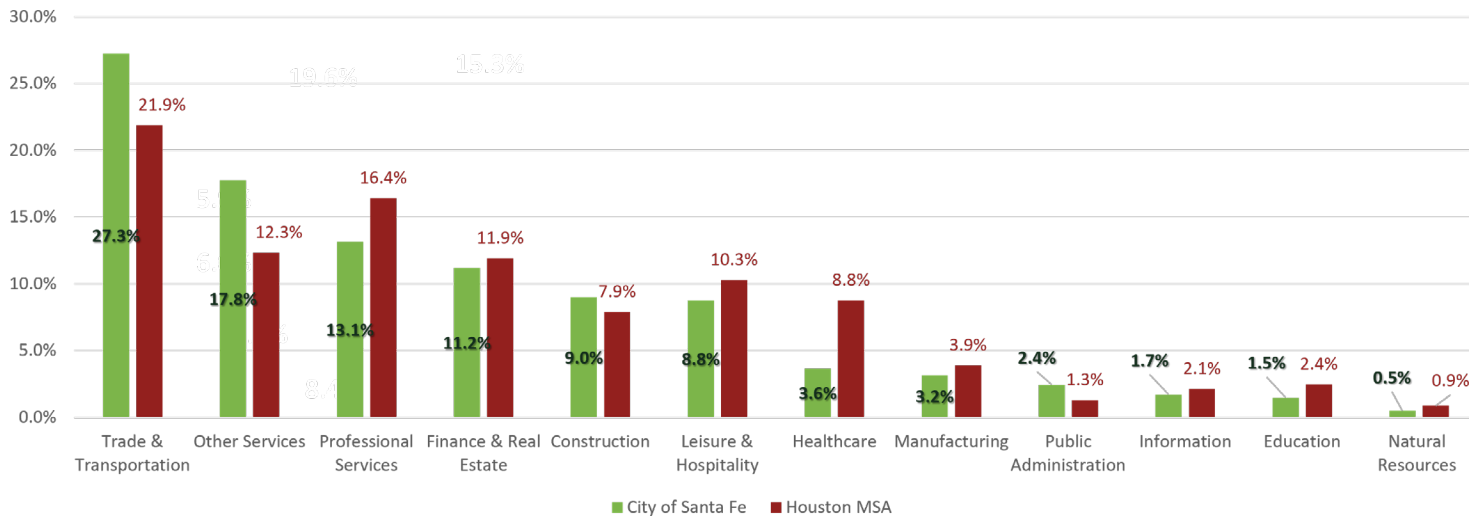
Source: CoStar



EMPLOYMENT CHARACTERISTICS

Comparison of Jobs by Industry, 2022

Source: ESRI Business Analyst



- ▶ Retail trade is Santa Fe’s top trade area industry. Overall, Santa Fe has a larger share than the region of trade and transportation, “other services”, construction, and public administration.
- ▶ The healthcare industry is where Santa Fe differs most from the region. In the Houston region, 8.8% of all jobs are in healthcare; in Santa Fe, the share is 3.6%.

POTENTIAL FUTURE EMPLOYMENT

As of mid-2022, there are 2,192 full-time jobs in the City of Santa Fe. Most residents commute out of the city to work. Increasing the workday population and providing more opportunities for residents to live and work in Santa Fe would help strengthen the local economy and make the city more attractive for potential residents.

An analysis of the Future Land Use Plan indicates that full build out would increase the number of employees of Santa Fe to approximately 59,000. Assumptions and outcomes are shown in Exhibit XX.

Placetypes	Area (acres)	FAR	Employment Type	Employees
Commercial Center	667	0.15	Retail	8,715
Neighborhood Commercial	113	0.15	Retail	1,470
Public Use	642	0.10	Education / Religious	3,728
Business Park / Professional Services	356	0.20	Service	10,317
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Total	2,816	-	-	59,032

Employment parcels (proposed) account for 16% of the entire City + ETJ area

RETAIL GAP ANALYSIS



Stores within Santa Fe

Santa Fe resident overall spending

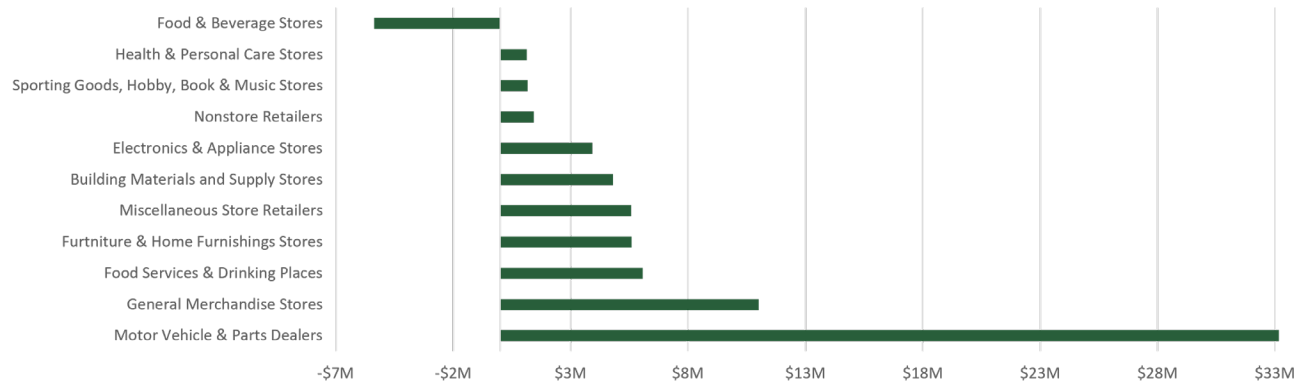
Purchases made by Santa Fe residents outside of Santa Fe

- Residents are spending their money outside the community to meet their retail services needs
- Proximity to major transportation thoroughfares and employment centers bolster sales from non-residents, including tourists traveling to the coast

Source: ESRI; Kimley-Horn

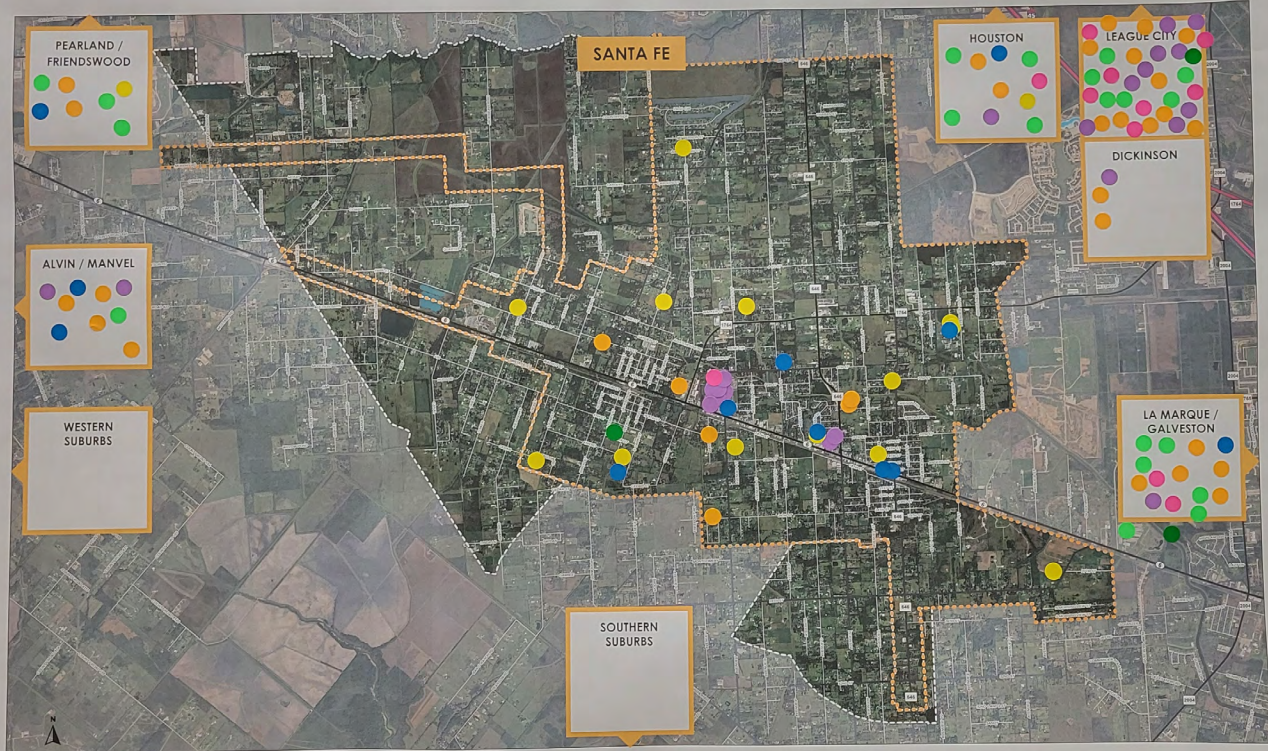
Retail Leakage by Category, City of Santa Fe, 2021

Source: ESRI BAO

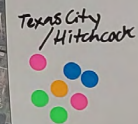


MY DESTINATIONS

- Where you live
- Where you work
- Where you go out to eat / drink
- Where you shop for groceries
- Where you shop for goods
- Where you go for entertainment



CITY OF SANTA FE COMPREHENSIVE PLAN 2050

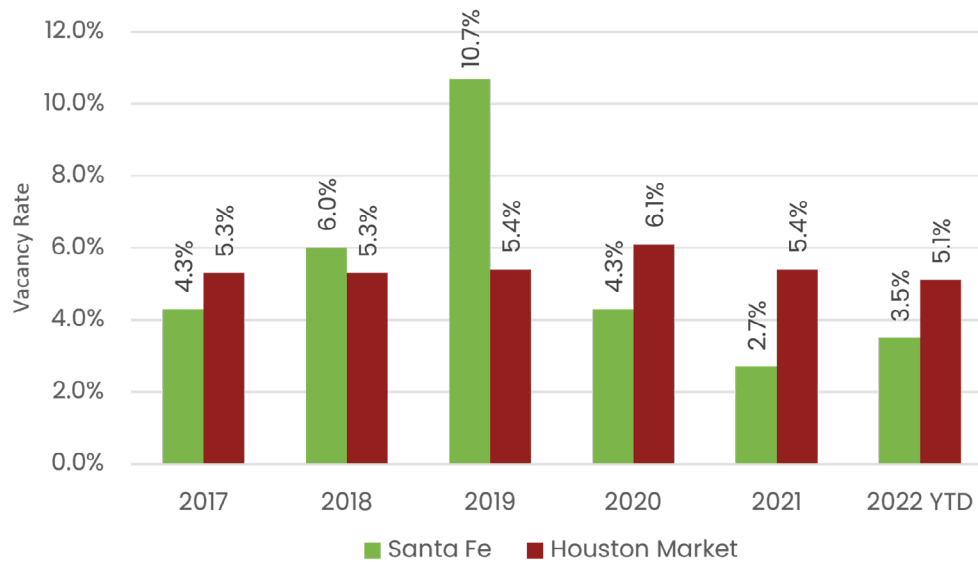


RETAIL CONSIDERATIONS

- There is more than 550,000 square feet of retail space in Santa Fe, largely contained in free-standing buildings along major thoroughfares
- Less than 20,000 square feet of available space was identified, resulting in a tight 3.5% vacancy rate
- Rental rates for retail space are notably lower than the regional average and have remained relatively flat over the last five years

Comparison of Retail Vacancy Rate Trends, 2017-2022

Source: CoStar



Comparison of Retail Rent Trends, 2017-2022

Source: CoStar



Representative Retail Centers, City of Santa Fe, 2022

Source: CoStar

	Description	Size	Average Rent	Vacancy
	<p>Santa Fe Plaza</p> <ul style="list-style-type: none"> ➤ Neighborhood shopping center on Warpath Avenue ➤ Built in 1985 ➤ Grocery anchored center (HEB) with an adjoining Dollar General ➤ Classified as older Class C Space 	53,437 SF	<p>\$10.50-12.50/SF</p> <p>*Estimated as no space currently available</p>	0.0%
	<p>Santa Fe Junction</p> <ul style="list-style-type: none"> ➤ Neighborhood center located on Highway 6 ➤ Built in 1983 ➤ Grocery-anchored shopping center (Big Chief Food) with 13 other smaller retail spaces ranging from 500-2,750 SF 	65,660 SF	<p>\$11.00-14.00/SF</p> <p>*Estimated as no space currently available</p>	0.0%
	<p>Santa Fe Shopping Center</p> <ul style="list-style-type: none"> ➤ Strip retail center located on FM 1764 Rd ➤ Built in 2004 ➤ Unanchored strip center with spaces ranging from 1,200-5,400 square feet 	14,400 SF	\$15.00/SF	41.7%

INDUSTRIAL CONSIDERATIONS

- Very small industrial market in Santa Fe, only making up 0.04% of the total regional inventory
- No deliveries within the last 5 years and negative 5-year net absorption (leasing activity)
- There are 20 industrial properties with an average building size of only 5,992 SF in Santa Fe
- Metro Houston, on the other hand, has seen industrial absorption triple in 2022, with lowering vacancy rates and increasing year-over-year rents
- Despite a healthy metro industrial pipeline, competition still remains relatively fierce for industrial space with developers removing concessions from new projects, new speculative project starts, and healthy rent increases

TOTAL INVENTORY =
125,842 SF

VACANCY RATE =
4% (mid-2022)

5-YEAR NET ABSORPTION=
-3500 SF (-600 annual average)



SUMMARY

Santa Fe has an older population than Galveston County as a whole and a smaller average household size. Through our public engagement process, we repeatedly heard from residents of varying ages that young people and families are choosing to live in neighboring communities instead of Santa Fe due to a lack of opportunities and amenities in the city.

Compared to the region as a whole, Santa Fe contains a small portion of industrial uses, even as rents for those uses continue to rise. Additional training and incentives to bring businesses to Santa Fe would provide more opportunities for people to live and work in the city.

EXISTING CHALLENGES

POTENTIAL OPPORTUNITIES

EMPLOYMENT / OFFICE

- ▶ Fewest number of full-time jobs compared to peers
- ▶ Increasing office vacancy at rates greater than greater Houston area
- ▶ Majority of residents work outside of Santa Fe
- ▶ Lower percentage of people with higher education degrees compared to region

- ▶ Provide quality of life amenities and business parks to attract employers; provide workforce training to existing residents as an alternative to typical 4-year degrees

INDUSTRIAL

- ▶ Decreasing regional vacancy and increasing rents throughout the region
- ▶ Santa Fe market makes up 0.04% of the total regional inventory
- ▶ No training for industrial-related jobs

- ▶ Designate industrial areas within Santa Fe and market to prospective users
- ▶ Partner with the College of the Mainland to implement a training facility in Santa Fe

RETAIL

- ▶ Lower retail rent and lower vacancy than greater Houston area
- ▶ Residents spending money outside of Santa Fe
- ▶ Less disposable income than peers

- ▶ Incentivize different types of retail and entertainment to diversify retail market and keep people shopping in town

RECOMMENDED ACTIONS

Develop a strategic economic plan with the EDC

- Include market and fiscal impact analyses that consider population and housing projections from the Comprehensive Plan; these should be evaluated when reviewing development proposals
- Determine the appropriate mix of business types to generate a tax base that supports the goals of the Comprehensive Plan
- Identify opportunities to incorporate contiguous property; begin coordination with property owners
- Recommend strategies to attract a variety of entertainment options

Provide diverse economic opportunities through regional partnerships

- Partner with neighboring municipalities to mutually advertise businesses and events
- Invite neighboring businesses to participate in EDC and Chamber of Commerce meetings

Expand support for existing and future local businesses

- Widely publicize the Pocket Market to increase exposure for local vendors
- Create a network of seniors and veterans that can provide mentorship to small businesses in leadership, career development, and general business practices

Strengthen the mutually beneficial relationship with Santa Fe ISD

- Share public / City-owned spaces for use in curriculum
- Explore alternatives to secondary education programs
- Partner with the College of the Mainland to implement a training facility in Santa Fe

07

HOUSING

CHALLENGE

Rising price of housing stock; lack of variety to accommodate the local workforce, next generation homeowners, and those who wish to age-in-place

OPPORTUNITY

Encourage middle market housing types that provide variety, affordability, and an alternative to single-family homes and apartment complexes

HOUSING

Santa Fe's housing inventory consists predominantly of small single-family and mobile homes.

We heard from the residents that they cannot afford single-family homes as they currently exist in Santa Fe, but they do not want large apartment complexes and mobile homes in the community either. The goal is to preserve Santa Fe's rural character.

CHALLENGE

Rising price of housing stock; lack of variety to accommodate the local workforce, next-generation homeowners, and those who wish to age-in-place

OPPORTUNITY

Encourage middle market housing types that provide variety, affordability, and an alternative to single-family homes and apartment complexes

Middle market housing, when implemented with the appropriate UDC guidelines, can provide residents with a form of housing that resembles the characteristics of existing single-family homes, but at a more affordable rate.

Middle market housing

- ...is more affordable for consumers
- ...is more affordable for developers
- ...reduces impact on infrastructure
- ...provides walkability and access to amenities

Currently, Santa Fe has **10,185 acres of residential development**

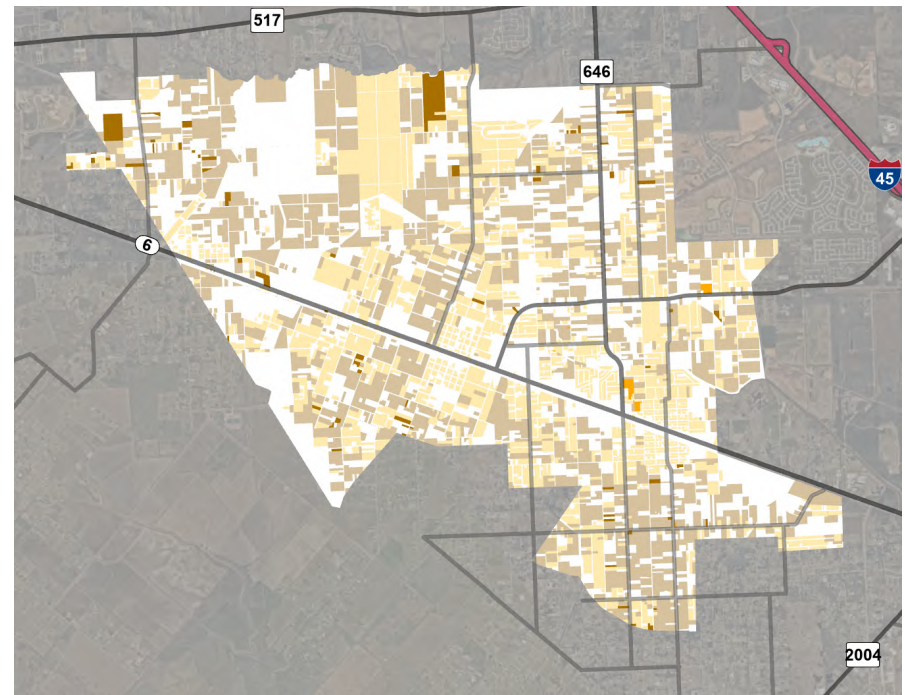
5,854 acres	3,576 acres	4 acres	171 acres
Rural Estates	Single-family	Multi-family	Mobile Homes



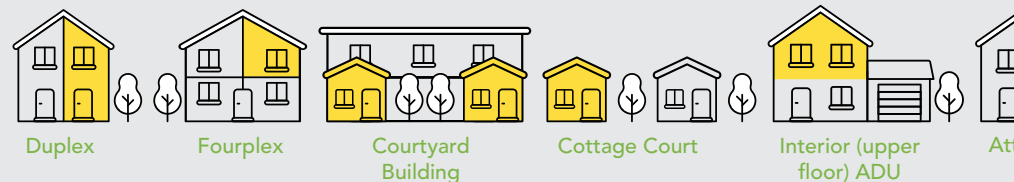
Average housing price was **\$354K** in 2022, which is a 32% increase from 2017.



By the end of 2021, **16%** of Santa Fe households spent more than **30%** of their total income on housing.



MIDDLE MARKET HOUSING



In the future land use plan:

1,069 acres

Estate Living

8,540 acres

Traditional Residential

2,104 acres

Compact Residential

342 acres

Urban Living

105 acres

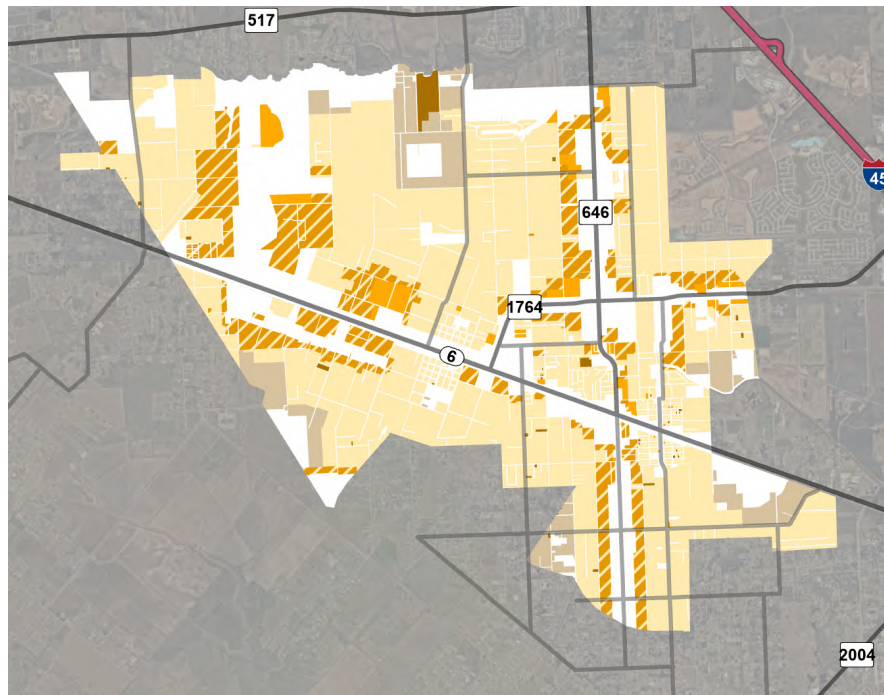
Mobile Homes



This could take Santa Fe's housing stock from **4,879** homes to **61,824** homes.



An increase in housing supply has the potential to increase housing choice in Santa Fe, making owning a home more accessible to current and prospective residents.



RECOMMENDED ACTIONS

1. Update the Unified Development Code
2. Create development incentives for "middle market" housing
3. Provide user-friendly online tools to help navigate the development process

EXISTING CONDITIONS

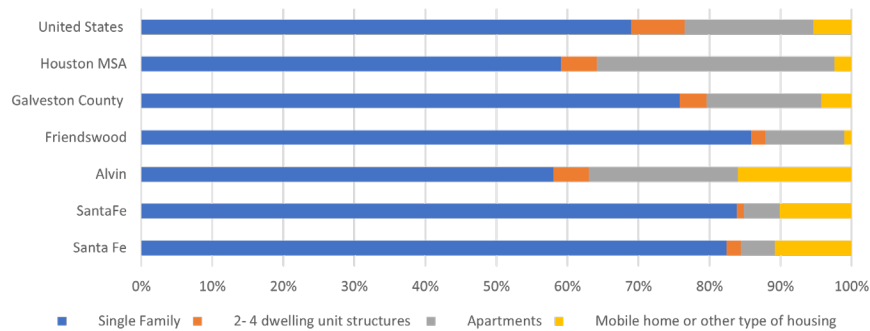
By the end of 2021, Santa Fe's housing inventory consisted of 83% single family homes.

In comparison to Galveston County and the greater Houston area, Santa Fe has less housing variety to choose from.

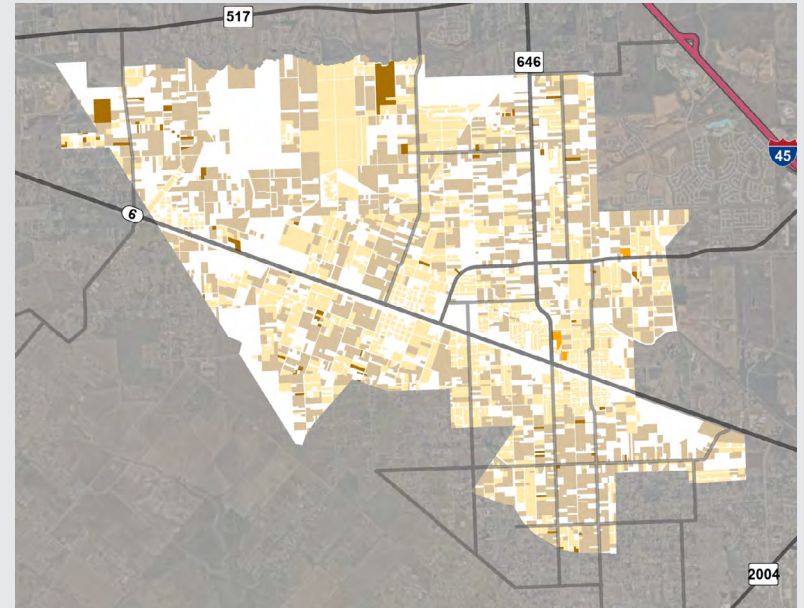
In comparison to its peer cities, Santa Fe has the smallest percentage of 2-4 dwelling unit structures, also known as "middle market" housing, which will be addressed in the later parts of this chapter.

This lack of variety, combined with the rising cost of housing, makes it difficult to find affordable and suitable housing.

Occupied Housing Units by Type, 2021

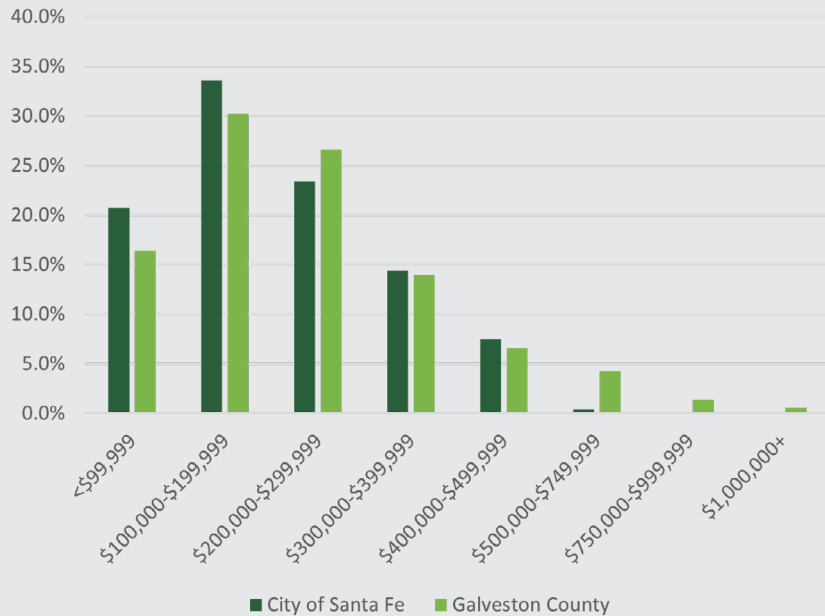


Source: US Census



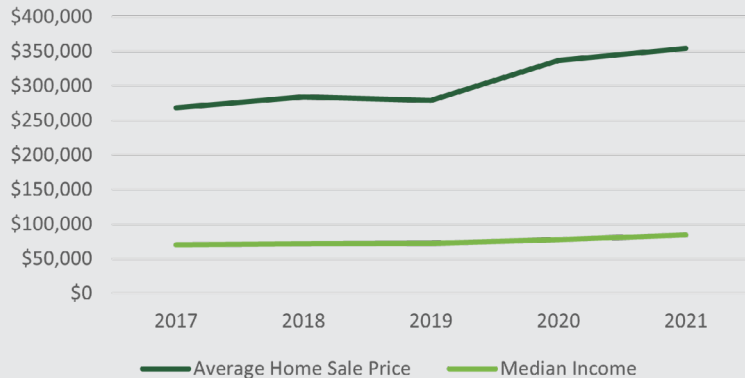
- Traditional Residential** | Single-family homes typically built in subdivisions with a density of 3.35 homes per acre
- Estate Living** | Homes of varying size placed sparsely across the countryside; residents enjoy scenic views and distance from busy streets and commercial areas
- Urban Living** | A building structure that contains five or more dwelling units. Includes high-rise apartments and garden style apartments
- Mobile Homes** | A large trailer or transportable prefabricated structure that is fitted with wheels and can be hauled

Home Values in 2022



Source: US Census, ACS; Kimley-Horn

Average Home Sale Price vs. Median Household Income



Source: US Census

HISTORICAL HOME VALUES

As seen in the Home Values in 2022 graph, 78% of the single-family homes in Santa Fe are valued under \$300,000. At the same price range, Galveston County has a smaller portion of its inventory as single-family homes, at 73.2%. This can make the Santa Fe housing market increasingly competitive as individuals who are getting priced out of other areas may be able to afford housing in cities such as Santa Fe.

As average home sale price has increased about 32% over the past five years, median income has remained relatively stable. First-time home buyers will likely have to adjust their preferences for housing as their salaries no longer can buy what the previous generations of Santa Fe residents could.

https://www.bls.gov/data/inflation_calculator.htm

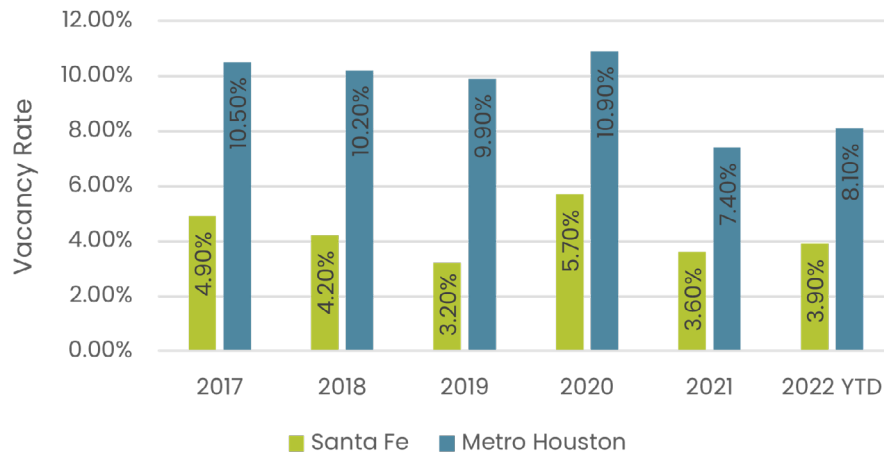
RENTERS

Nationally, there has been a shift in the demographics of home ownership. Census data indicates that young people are trending towards renting rather than owning homes. Those that are buying homes are doing so at a later age.

For those that rent in Santa Fe, there are 8 professionally managed apartment communities to choose from, with a total market-rate inventory of only 98 units. In the Rental Vacancy Rate graph below, of the rental properties available in Santa Fe, the percentage of vacant/available units has decreased since 2017. The trend is similar in the greater Houston Metro.

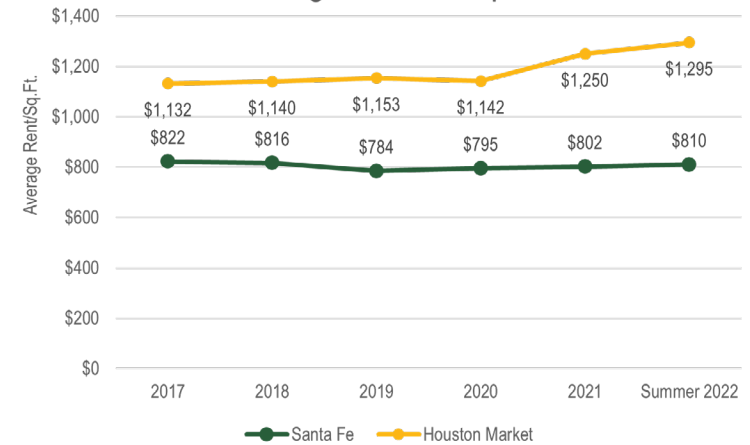
98 units total
4% vacancy
= 4 units available in 2022

Rental Vacancy Rate



Source: US Census, ACS; Kimley-Horn

Average Rent Comparison



Source: US Census, ACS; Kimley-Horn

As shown Exhibit **XX**, the average rent in Santa Fe has largely remained the same between 2017 to 2022, while average rent in the greater Houston market has experienced a 14% increase.

With increasing rent prices and decreasing vacancy rates throughout the region, prospective renters may begin to look in satellite cities like Santa Fe. Santa Fe has an opportunity to provide supply for existing and potential future demand, increasing their competitive edge in the regional rental market.

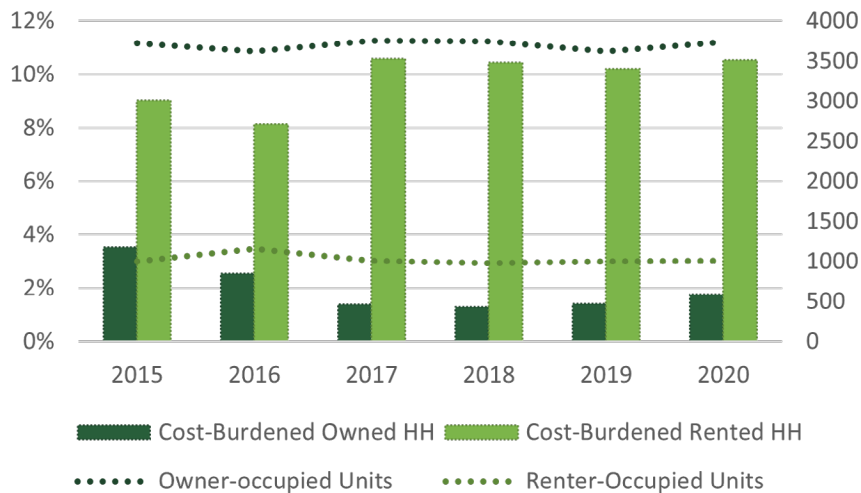
The U.S. Department of Housing and Urban Development defines cost-burdened families as those “who pay more than 30 percent of their income for housing. Such individuals may have additional difficulty affording necessities such as food, clothing, transportation, and medical care.”

The percentage of cost burdened households (both owner and renter-occupied) have largely remained the same between 2015-2020, with renters disproportionately affected, as shown in the Cost Burdened Households graph.

Seen in the graphs: Cost-Burdened Homes by Income (Owner-Occupied), and Cost-Burdened Homes by Income (Renter-Occupied), between 2015-2020, the total number of cost burdened homes that are owner-occupied decreased by half. On the other hand, renter-occupied homes that makes less than \$20,000 per year’s cost-burden had steadily increased 24% between 2015 to 2020.

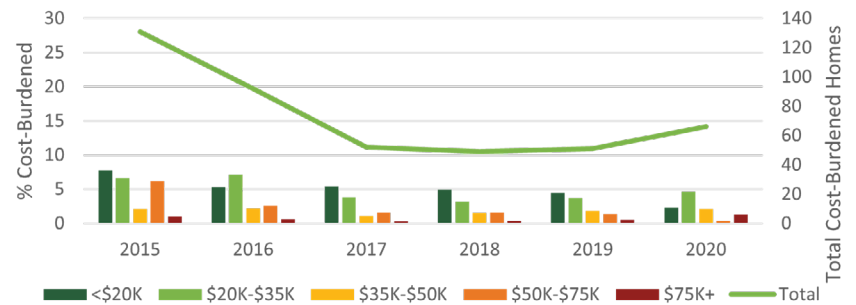
COST-BURDENED HOUSEHOLDS

Cost Burdened Households



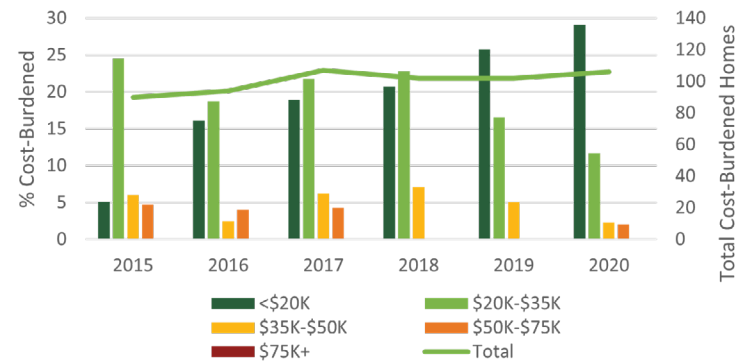
Source: US Census, ACS; Kimley-Horn

Cost-Burdened Homes By Income (Owner-Occupied)



Source: US Census

Cost-Burdened Homes By Income (Renter-Occupied)



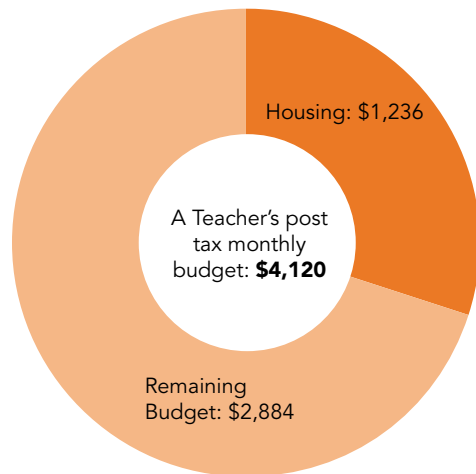
Source: US Census, ACS; Kimley-Horn

THE SANTA FE TEACHER EXAMPLE

From the previous sections, we saw that the average cost of housing has increased **32%** in the last five years, and the cost burden for renters has increased by **18%**. In addition, both renters and owners face increasing competition from other individuals that are becoming priced out of neighboring rental and home buying markets.

Pricing out groups of individuals does not only apply to changing demographics but can affect the social infrastructure of a city. Nationwide, many working to middle class jobs pay less than the median income. As mentioned in the Economic Development chapter, the median household income in Santa Fe is **\$78,000**.

The Santa Fe ISD Salary Schedule indicates that the 2022 starting pay for an incoming teacher with zero years of experience made approximately **\$60,000**. This is well below the median income and is representative of many workers within the city. A single teacher with no dependents can afford a home up to **\$131,000**, which is roughly less than half of the average price of single-family homes in Santa Fe.



Assumptions:

- \$700 monthly debt (Student Loans and Car Payments)
- 6.91% (average rate in March 2023)
- Average credit score (630-689)
- \$20,000 down payment
- \$2500 for real estate taxes
- \$1900 for Homeowner's Insurance
- 30-year loan term
- Non-veteran status

Source: Santa Fe ISD 2022-2023 Salary Schedule: <https://www.sfsd.org/cms/lib/TX02215329/Centricity/Domain/377/2022-2023%20Salaries.pdf>

Talent.com for post-tax income and housing cost is calculated at 30% of the post-tax monthly income.



Without supplemental income or more years of working experience, it may be difficult for this teacher to afford a home in Santa Fe as of 2022. If the goal is to spend less than 30% of their monthly income, this teacher would likely have to choose from the city's limited rental options.

Through the public engagement process, residents expressed that they cannot afford the rising prices of single-family homes, but that mobile homes and large apartment complexes are undesirable alternatives.

Middle market housing can be a more affordable alternative to single family.

ALTERNATIVES TO SINGLE FAMILY HOMES

Themes heard through public engagement

“ Apartments will add a strain on already over-extended facilities

Large apartments are taking up space and changing the Santa Fe character

Young people are leaving because they can't afford to buy in their own hometown

The cost of land and utility connections make constructing and buying a home in Santa Fe unattainable ”

MIDDLE MARKET HOUSING



Duplex



Fourplex



Courtyard Building



Cottage Court



interior (upper floor) ADU



Attached ADU



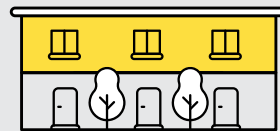
Townhouse



Multiplex: Medium



Triplex: Stacked



Live-work



Detached ADU



Attached (above garage) ADU

MIDDLE MARKET HOUSING...

What is “Middle Market” Housing?

(Also known as “Missing Middle” Housing, as coined by Daniel Parolek in his book by the same title)

“House-scale buildings with multiple units in walkable neighborhoods...

...**‘Missing’** because they have typically been illegal to build since the mid-1940s and

...**‘Middle’** because they sit in the middle of a spectrum between detached single-family homes and mid-rise to high-rise apartment buildings, in terms of form and scale, as well as number of units and often, affordability.”¹

Examples: duplexes, fourplexes, cottage courts, courtyard buildings, and accessory dwelling units



Duplex



Fourplex



Cottage Court



Courtyard Building



ADU

Since the mid 1940's, most forms of “middle market” housing have been considered illegal to build, not due to defects, but rather to unsupportive development ordinances. Most municipalities have not been permitting this type of housing, and therefore developers have not been producing it.

Prior to World War II, many middle market housing types were the norm in communities. In fact, between 1908 - 1940, the Sears catalog offered a variety of templates for mail-order homes, with middle market housing options. In the recent decade, many cities have been updating their zoning codes to include permitting guidelines and to re-introduce this form of housing to the community, as ways to combat the rising cost of housing.

1: <https://missingmiddlehousing.com/about>

A key component of successful Middle Market housing integration is to promote walkability and infill development. Reduced car usage equates to reduced roadway impacts and decreases air pollution particles emitted from cars.

Middle market housing is more dense than single-family homes, requiring fewer miles of infrastructure (utilities and roadways) to serve them. This saves the municipalities short-term construction costs and long-term maintenance costs.

The prime marketable demographics for “middle market” housing include young people, who are generally more social and want to be closer to entertainment and places of leisure. Denser housing in walkable neighborhoods allows for residents to be closer to amenities.



UNIFIED DEVELOPMENT CODE (UDC)

What is a UDC?

- A document that communicates all development related regulations within a jurisdiction (zoning, subdivision of land, design guidelines, parking provisions, lighting requirements, etc.)

How does a UDC relate to the Comprehensive Plan?

- A Comprehensive Plan establishes a community's visionary framework for the next 20-30 years, including the Future Land Use Plan
- The UDC is a regulatory document that helps implement the vision established by the Comprehensive Plan

How does Santa Fe need to update its UDC?

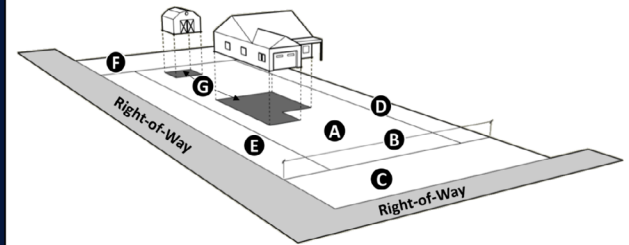
- As the City of Santa Fe prepares to start encouraging middle market housing development, the UDC will need to be updated to accommodate different types of development. It will be pertinent to examine the current UDC and recognize sections that will need to be updated in order to incentivize the development of "middle market" housing. In addition, 2020 Zoning Map should be updated to match the Future Land Use Plan from this study.

Table 14.102.3-1, Development Standards

Max. Dwelling Units per Acre	1.00
(A) Min. Lot Area	1 acre
(B) Min. Lot Width	125 feet
(C) Min. Street Setback	40 feet
(D) Min. Interior Side Setback	20 feet
(E) Min. Exterior Side Setback	25 feet
(F) Min. Rear Setback	60 feet
(G) Max. Building Coverage (%)	NA ¹
Max. Height	35 feet
Min. Open Space Ratio ² (%)	15

TABLE NOTES: ¹NA = Not Applicable; ²Per subdivision, not per lot.

Figure 14.102.3-1, Development Standards



Using graphic examples of the sometimes-complicated code requirements helps to more clearly communicate the rules and regulations to development applicants. This is example is taken from the UDC in Dayton, TX.

Success Stories

Around the country, cities including Minneapolis, Minnesota; Walla Walla, Washington; and Greenville, South Carolina have previously updated their zoning ordinance in 2018 to permit forms of Middle Market housing in order to address similar housing concerns that Santa Fe has.

Using graphic examples of the sometimes-complicated code requirements helps to more clearly communicate the rules and regulations to development applicants.

The current Santa Fe Unified Development Code is restrictive to the development of "middle market" housing and other recommendations made in this Comprehensive Plan.

RECOMMENDED ACTIONS

Create development incentives for middle market housing

- Offer expedited permitting process that offers a reduced review time
- Provide a template guide for “middle market” housing structures specific to Santa Fe that guarantees approval
- Provide reduced submittal fees

Incorporate middle market housing into the Unified Development Code

- Allow for smaller lots with less frontage and building lines
- Specify middle market housing types by right in specific zoning districts (mixed-use and multifamily development in retail and office zones and accessory dwelling units on lots with single-family homes)

Create a community group to engage the residents about middle market housing

- Conduct small-group meetings with the public to clarify the definition and potential of middle market housing
- Plan citywide recurring meetings with realtors and developers to discuss recent market trends
- Expand the conversation into the greater Houston region by reaching out to regional community development corporations and business leaders

08

MOBILITY

CHALLENGE

Unique geographic and infrastructure barriers to roadway connections across the city; absence of facilities for recreational use

OPPORTUNITY

Increase connectivity across the city and allow for additional recreational transportation options and mode choice where appropriate

MOBILITY

CHALLENGE

Unique geographic and infrastructure barriers to roadway connections across the city; absence of facilities for recreational use

OPPORTUNITY

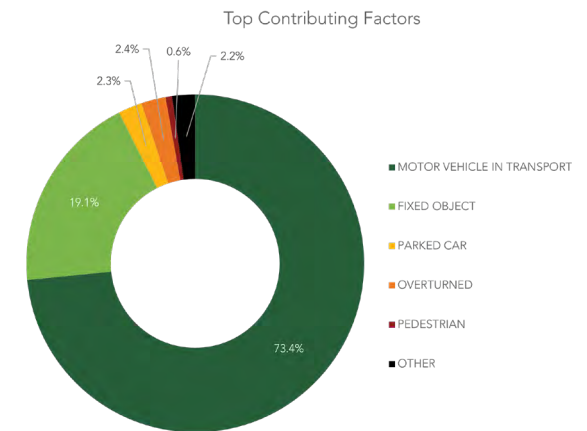
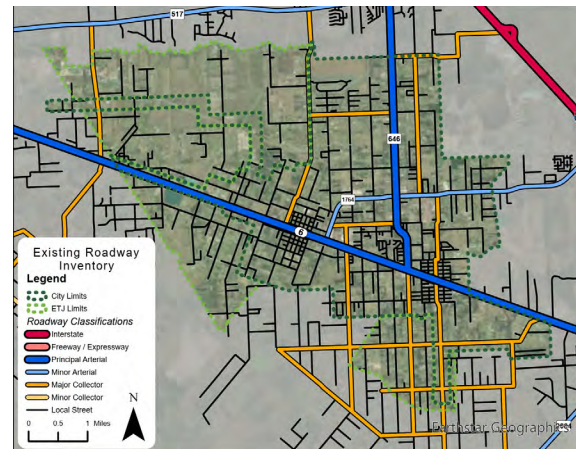
Increase connectivity across the city and allow for additional recreational transportation options and mode choice where appropriate

Mobility planning is a practice that establishes the City's transportation policy direction and provides a long-term overview of major transportation improvements.

Santa Fe has no current mobility planning efforts. With an increase in development activity, future planning is recommended to keep the transportation network running smoothly.

A Thoroughfare Plan is a tool that enables the city to preserve future roadway corridors and protect or acquire the necessary right-of-way to improve the local thoroughfare network.

Santa Fe does not have a Thoroughfare Plan.



1,276

Total Crashes

5

Fatal Crashes

24

Crashes Involving Pedestrians & Cyclists

CONCEPTUAL PLAN

It is anticipated that the completion of SH 99 and the Bay Area Boulevard extension will stimulate development and have a ripple effect into Santa Fe from the north. The two major thoroughfares that cross Dickinson Bayou and provide access to FM 517 will likely become overburdened without additional north-south roads to provide access.



Recommended Actions

- Conduct an official Mobility Plan that includes a Thoroughfare Plan
- Establish Roadway Impact Fees to implement roadway projects
- Implement safety measures for non-vehicular modes

WHAT IS MOBILITY PLANNING?

- A practice that combines both engineering and planning principles to help move people and goods to and from their destinations.
- It establishes the City's transportation policy direction and provides a long-term overview of major transportation improvements that will be necessary to support the Future Land Use Plan and the other goals of the Comprehensive Plan.

Santa Fe has no current mobility planning efforts. With an increase in development activity, future planning is recommended to keep the transportation network running smoothly.

WHAT IS A THOROUGHFARE PLAN?

- A tool that enables the city to preserve future roadway corridors and protect or acquire the necessary right-of-way to improve the local thoroughfare network.
- It establishes and communicates future projects, which guides decision-making and helps to identify and apply for funding.
- To best serve the updated Future Land Use Plan and the associated transportation demand, general recommendations are made for how a Thoroughfare Plan update may address future needs.

Santa Fe does not have a Thoroughfare Plan.

EXISTING ROADWAY INVENTORY

The transportation network in Santa Fe was built on a rural roadway network, with major deference and orientation to the Gulf Coast, Colorado, and Santa Fe Railroad – roadways were mostly built parallel or perpendicular to the railroad. Roadways are classified by TxDOT as follows to better regulate uses as well as maintain safety and efficiency.



Interstate | These roadways have the highest capacity and span the longest distances with limited access points, allowing great distances to be traveled without excessive delay. IH-45 is the only interstate near Santa Fe.



Freeway/Expressway | Similar to interstates but serving shorter distances. As they are limited access, they do not directly serve the adjacent land uses. There are no freeways or expressways in or near Santa Fe.



Principal Arterial | High-capacity, high-speed roadways that have at-grade crossings and directly serve adjacent land uses, although access is still more limited than lesser classifications. Principal Arterials typically connect cities and major communities. SH 6 and FM 646 are the only Principal Arterials in Santa Fe.



Minor Arterial | Major roadways that provide connectivity within communities. Minor Arterials connect Major Collectors to Principal Arterials. An example of Minor Arterial roads in Santa Fe are FM 1764, and examples nearby are FM 517 and FM 2004.



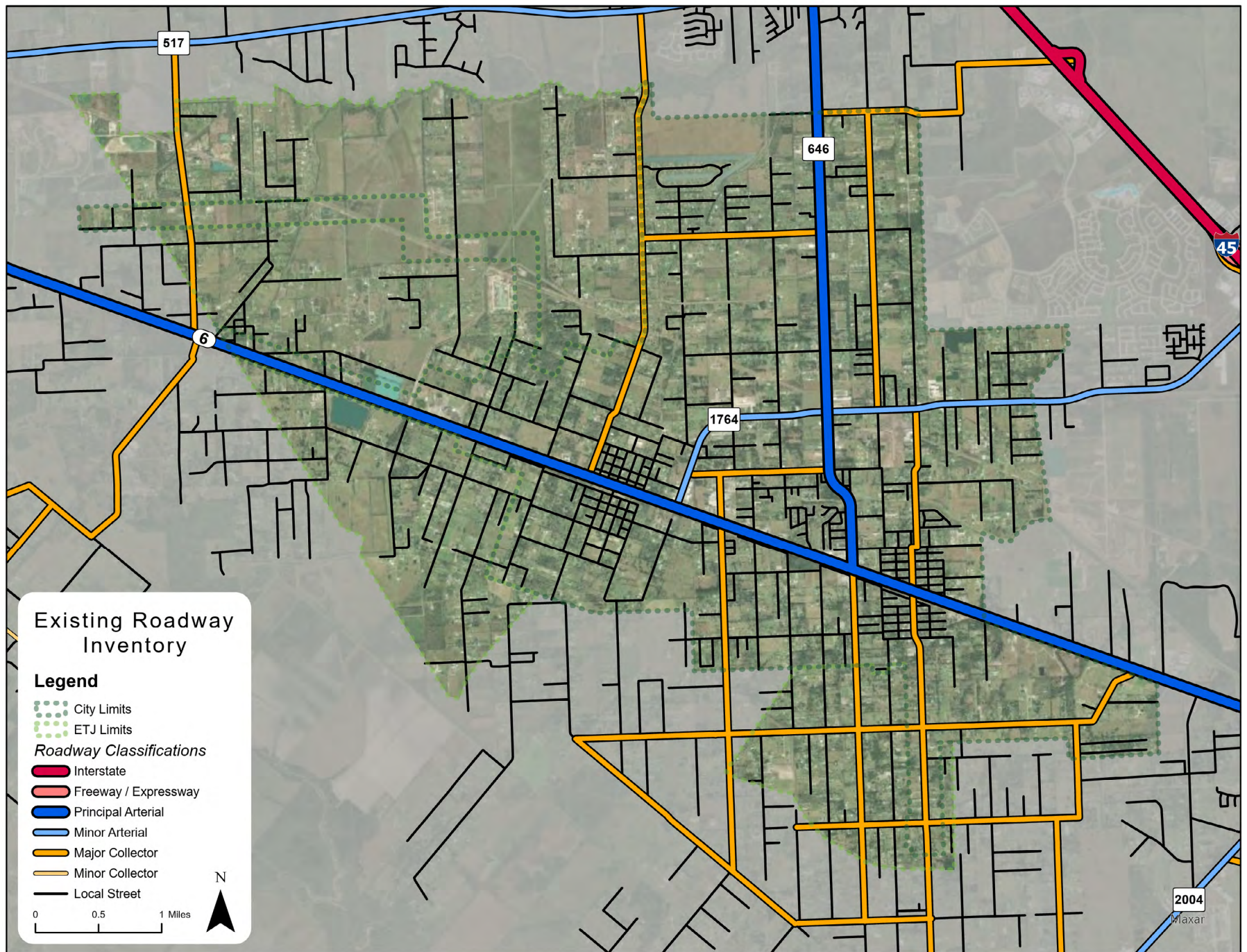
Major Collector | Moderate capacity roadways providing connections from local roadways to Minor Arterials. Examples of Major Collectors in Santa Fe are Cemetery Road and Warpath Avenue T.



Minor Collector | Minor Collector roadways collect traffic from local roads and abutting lots and conduct it to a higher class of road. There are no Minor Collectors in or near Santa Fe.



Local Streets | Low-capacity roadways that provide access between homes and local businesses and to larger capacity roadways.



Existing Roadway Inventory

Legend

- City Limits
- ETJ Limits
- Roadway Classifications**
- Interstate
- Freeway / Expressway
- Principal Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Local Street

0 0.5 1 Miles



2004
Maxar

BARRIERS TO CONNECTIVITY

Railroad

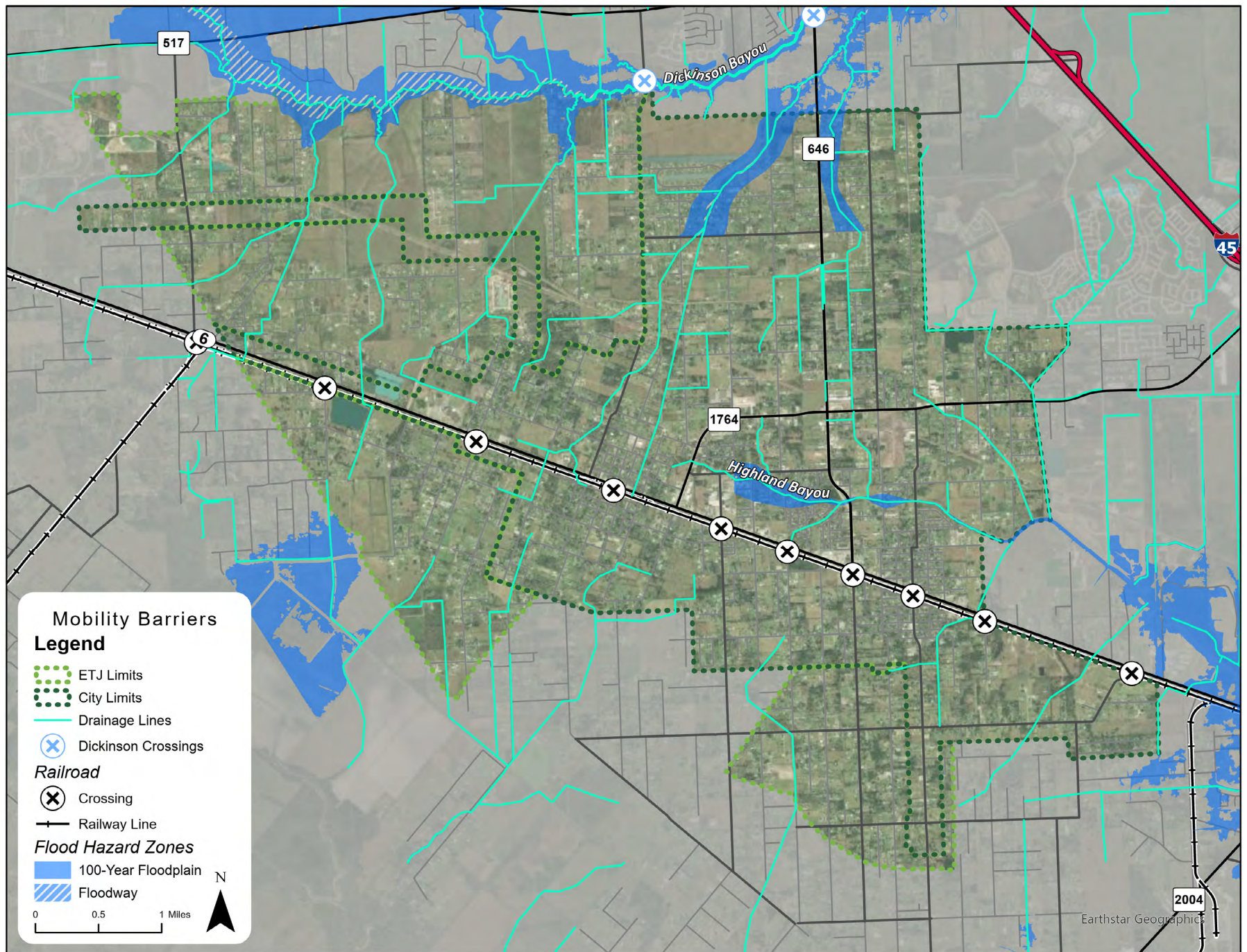
There are currently 10 railroad crossings within the City and ETJ. Major thoroughfares like FM 1764 and Cemetery Road do not have crossings, while local streets such as Jefferson and Avenue P do. This creates inefficiencies in the roadway network. A thoroughfare plan could accommodate for such efficiencies.

Railroad crossings are typically difficult to negotiate and expensive to build. Often for a crossing to be built, another must be closed. This is something to consider when optimizing locations of thoroughfares for the best access and connectivity.

Floodways and Drainage

There are only two crossings of Dickinson Bayou at the time of this plan: FM 646 and Cemetery Road. The Bayou is wide and has a large floodway area, making it difficult and expensive to build a wide bridge to cross it and connect Santa Fe to FM 517 to the north.

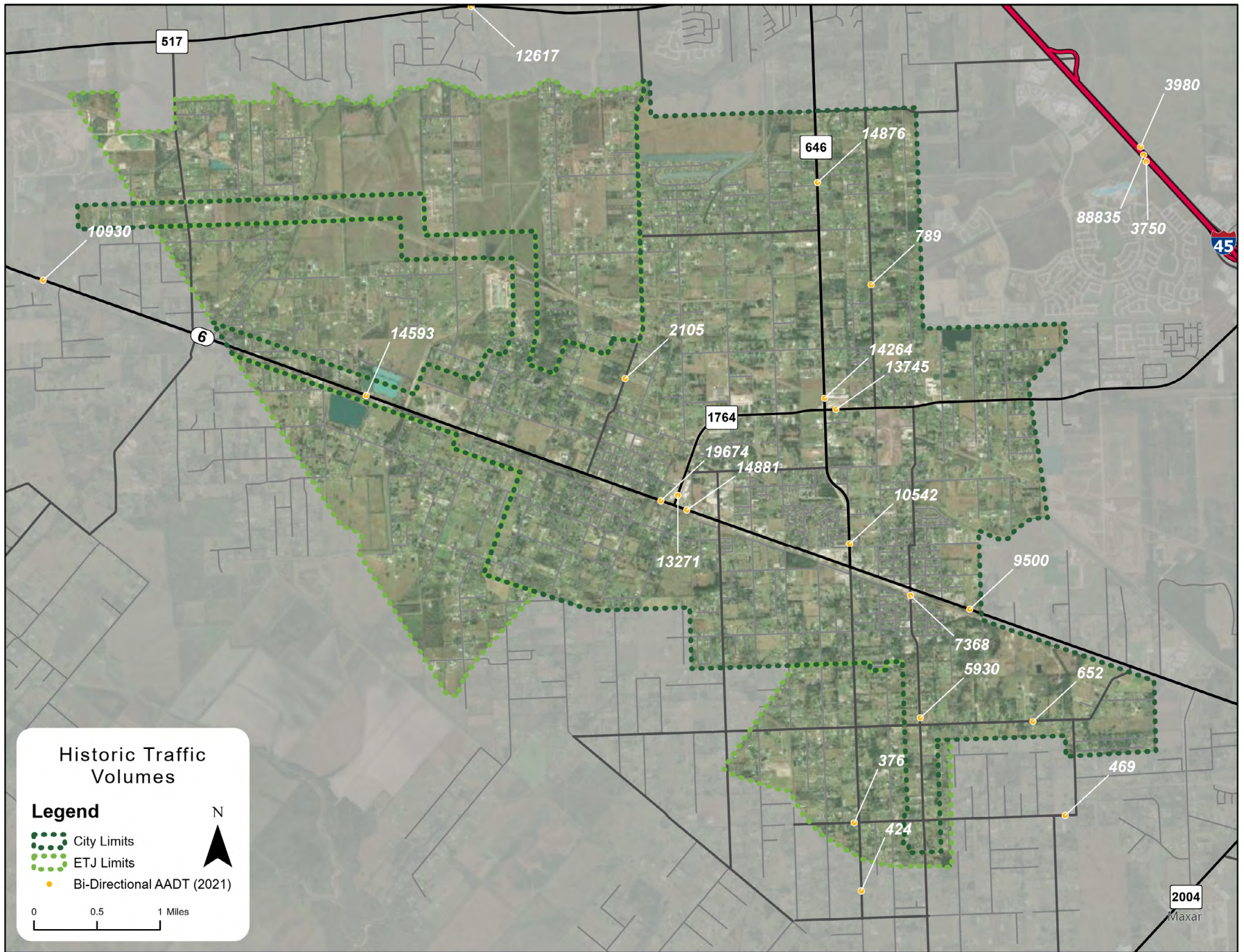
Similarly, various bayous, creeks, and drainage ditches throughout the city limit continuity of local streets because several bridges would need to be built to cross them.



TRAFFIC PATTERNS

Average Daily Traffic (ADT) volume data was collected within the City Limits and ETJ of Santa Fe and was provided by Texas Department of Transportation's Statewide Traffic Analysis and Reporting System (STARS II). ADTs can illustrate generally what roadways travelers use most often and where might they be traveling to.

To determine the performance of these roadways, a corridor capacity analysis could be conducted as part of a larger Mobility Plan.



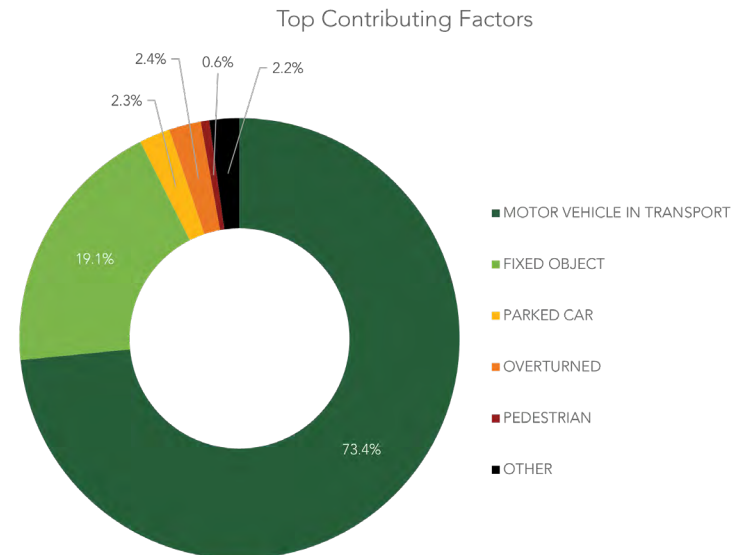
CRASH HISTORY

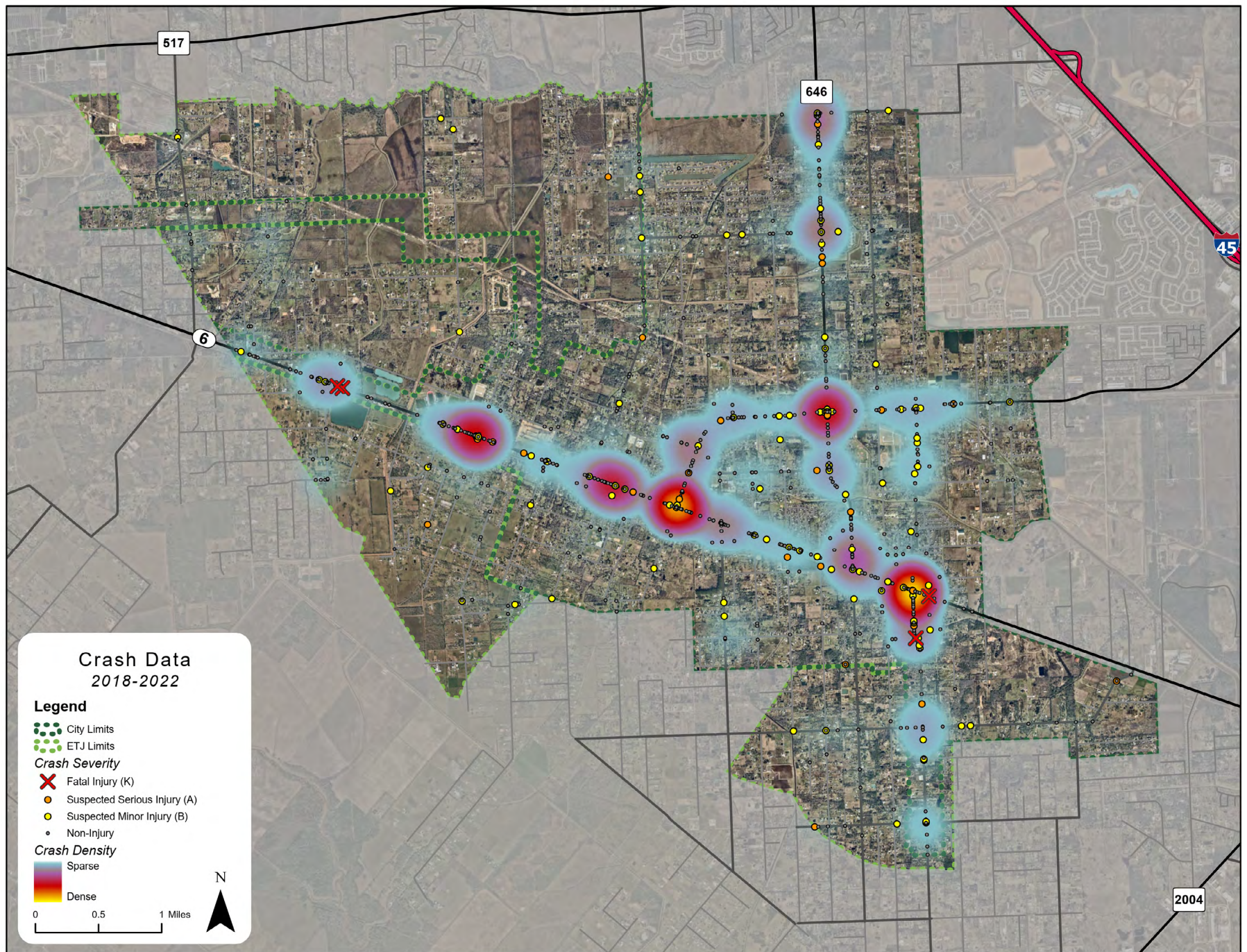
Crash data provided by the Texas Department of Transportation's Crash Records Information System (TxDOT CRIS) was collected within the City Limits and ETJ of Santa Fe during years 2018-2022.

Most crashes during this time occurred on **Highway 6** and **FM 646** and crashes were mostly concentrated in the vicinity of the following locations:

- Highway 6 at Main Street (FM 646) | **226 crashes**
- Highway 6 at FM 1764 | **116 crashes**
- Highway 6 at Tower Road | **97 crashes**
- FM 646 at FM 1764 | **92 crashes**

Year	Total Crash Count	No / Unknown Injury	Fatal	Severe Injury	Minor Injury
2018	309	89%	1%	3%	8%
2019	242	86%	0.8%	4%	9%
2020	255	87%	0.4%	2%	10%
2021	249	85%	-	2%	13%
2022	221	82%	-	4%	14%
Grand Total	1276	86%	0.4%	3%	10%



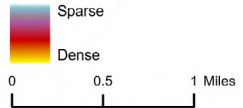


Crash Data
2018-2022

Legend

- ⋯ City Limits
- - - ETJ Limits
- Crash Severity**
- ✕ Fatal Injury (K)
- Suspected Serious Injury (A)
- Suspected Minor Injury (B)
- Non-Injury

Crash Density



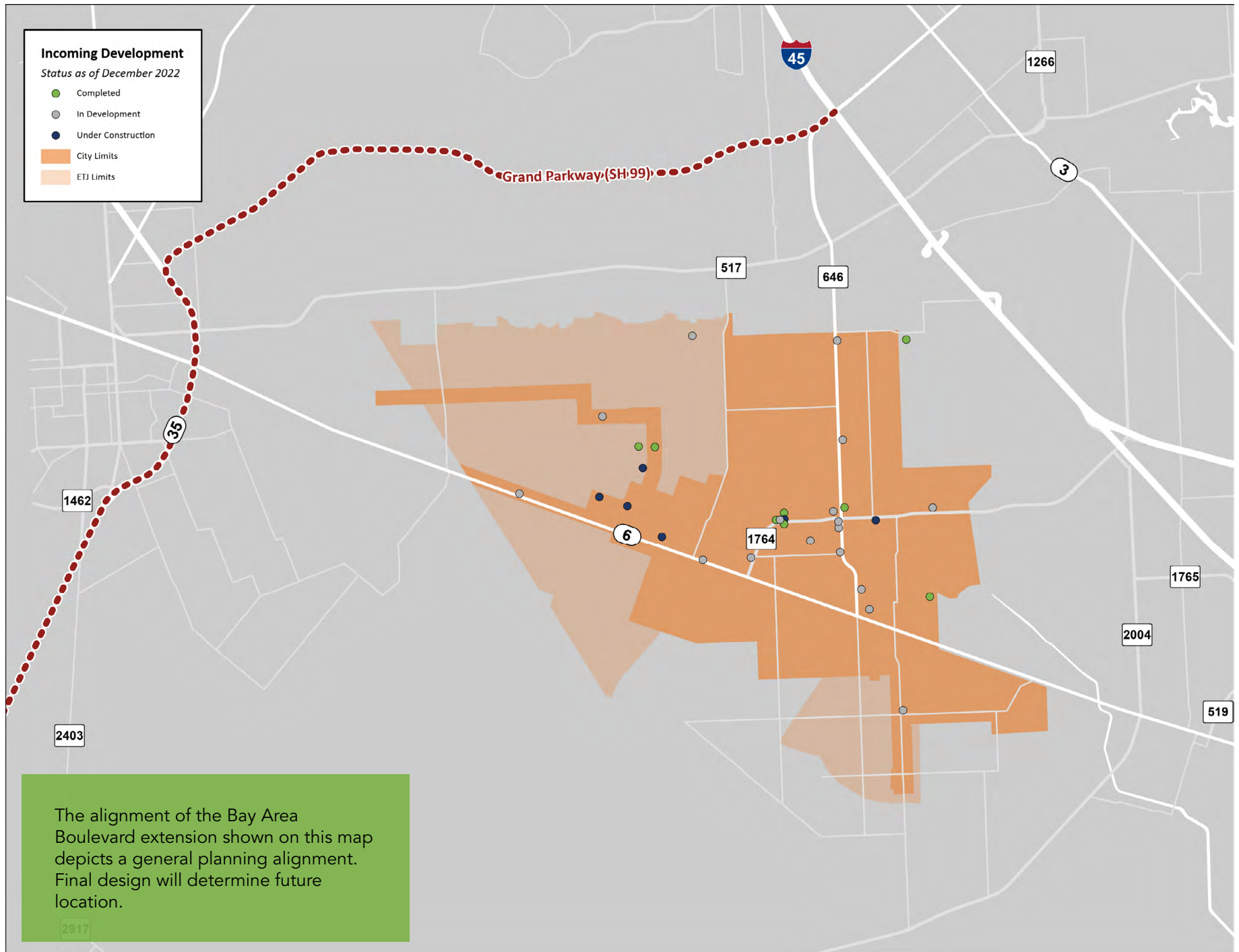
INCOMING ROADWAY CHANGES



The final segment of the Grand Parkway (SH 99), Segment B, is anticipated to be constructed in the near future. According to TxDOT, Segment B will be a “28-mile, four-lane, controlled access toll road with intermittent frontage roads from I-45 South (the Gulf Freeway) in League City toward SH 35 in Alvin and on to SH 288 (the South Freeway).”

Additionally, according to League City’s 2018 Mobility Master Plan, Bay Area Boulevard is planned to extend south to meet FM 517.

It is anticipated that the completion of these two roadways will stimulate development along them and have a ripple effect into nearby communities. Therefore, new development will creep into Santa Fe from the north. As stated previously, there are currently only two major thoroughfares that cross Dickinson Bayou and provide access to FM 517. Without additional north-south roads to provide access, these will likely become overburdened.



Incoming Development
 Status as of December 2022

- Completed
- In Development
- Under Construction
- City Limits
- ETJ Limits

The alignment of the Bay Area Boulevard extension shown on this map depicts a general planning alignment. Final design will determine future location.



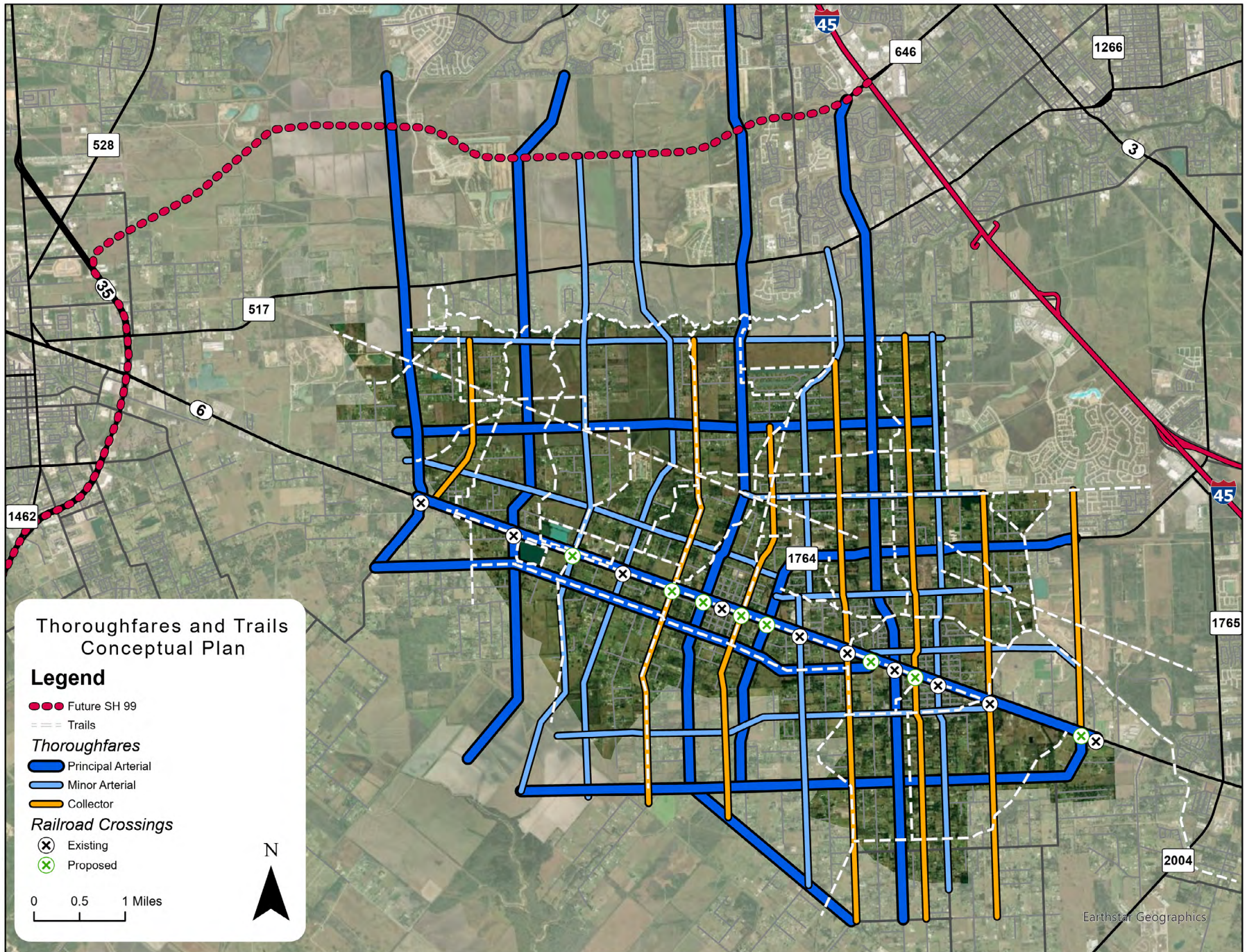
CONCEPTUAL PLAN

The following map presents a conceptual thoroughfare and trails plan for Santa Fe. Implementing this plan would increase the city's thoroughfares by **X** miles (arterials and collectors within City and ETJ limits only)

Furthermore, this conceptual plan includes 96 miles of potential hike, bike, and bridle trails.

This plan is conceptual only. In order to preserve the land to implement these corridors, a true Mobility Plan and Thoroughfare Plan are required. However, this conceptual plan might be a good starting point for those official plans.





RECOMMENDED ACTIONS

Conduct an official Mobility Plan that includes a Thoroughfare Plan

- Include key points of connectivity, specifically bridges over Dickinson Bayou
- Engage the public throughout the planning process
- Incorporate the approved thoroughfare plan into the development process, starting with any pre-submittal meetings with applicants, to set aside land for future rights-of-way
- Identify future locations for alternative mode facilities (trails, bicycle facilities, shared-use facilities)

Establish Roadway Impact Fees to implement roadway projects

- Identify potential projects to target for funding per the Thoroughfare Plan
- Coordinate with the identified governing body to approve a fee collection amount

Implement safety measures for non-vehicular modes

- Partner with schools to apply for Safe Routes to School funding and identify potential projects
- Require new development or redevelopment, where appropriate, to construct ADA-compliant sidewalks
- Continue using transportation development credits and apply for TxDOT TA grants to implement safety measures
- Identify other safety funding

09

INFRASTRUCTURE

CHALLENGE

Existing infrastructure (roads, drainage, water and wastewater) is insufficient to support existing and incoming growth

OPPORTUNITY

Provide and maintain quality infrastructure that supports existing needs and incoming growth

INFRASTRUCTURE

CHALLENGE

Existing infrastructure is insufficient to support existing and incoming growth

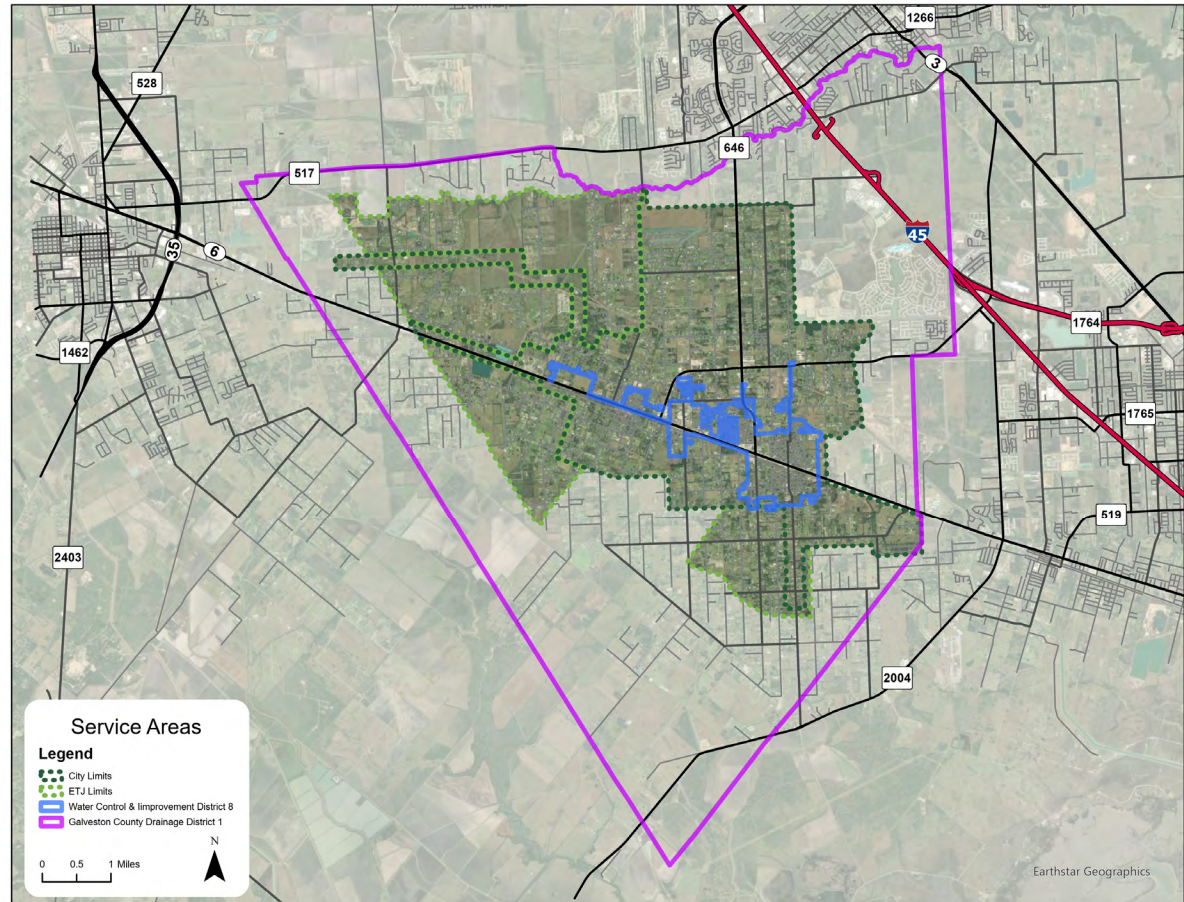
OPPORTUNITY

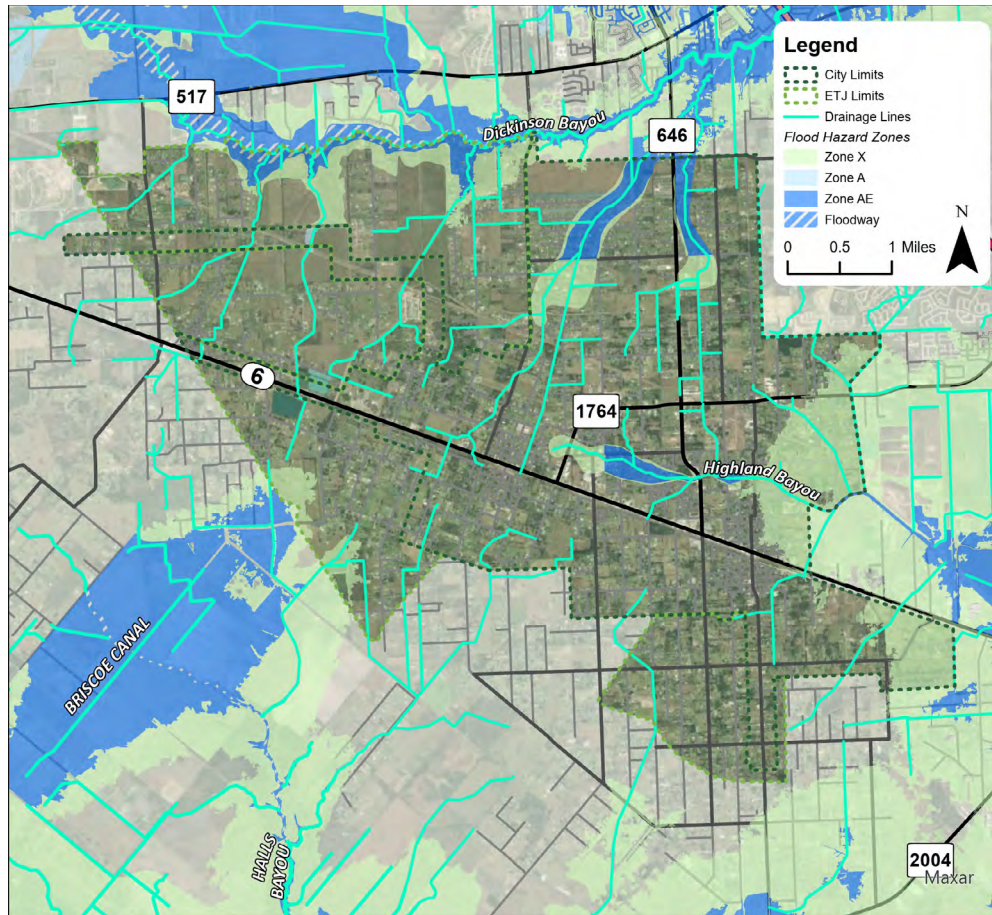
Provide and maintain quality infrastructure that supports existing needs and incoming growth

Service for water and wastewater is managed by Galveston County Water Control and Improvement District 8 (WCID 8). The Galveston County Drainage District 1 (DD 1) is responsible for reclamation and drainage of overflowed lands and other lands needing drainage.

WCID 8 and DD 1 save the City from capital improvement planning as well as operations and maintenance expenses. However, it is necessary to maintain a positive working relationship between all three groups such that the infrastructure in Santa Fe can keep pace with development.

Water and wastewater not serviced by WCID 8 is provided by a series of wells and septic fields. While there are risks to independently-managed well-and-septic systems, most households in Santa Fe prefer this to paying for the service.





A Utility Master Plan was completed by Kimley-Horn in 2019 and proposed a water distribution and wastewater collection system. This plan is intended to serve as a basis for subsequent capital improvement planning (CIP) efforts as new developments are considered and as the Comprehensive Plan is implemented. Some deliverables of the Utility Master Plan include:

- Design criteria memos
- Lists of potential improvement projects
- System maps to assist in CIP

Performing a Drainage Master Plan would:

- Provide a detailed study of floodways and floodplains
- Evaluate current and future facilities based on local criteria and federal requirements
- Identify and prioritize potential improvements

Recommended Actions

- Acquire a GIS platform
- Initiate Capital Improvements Planning
- Partner with Drainage District 1 to conduct a Drainage Master Plan
- Collaborate with Water Control and Improvement District 8 to implement Water & Wastewater Impact Fees

INFRASTRUCTURE

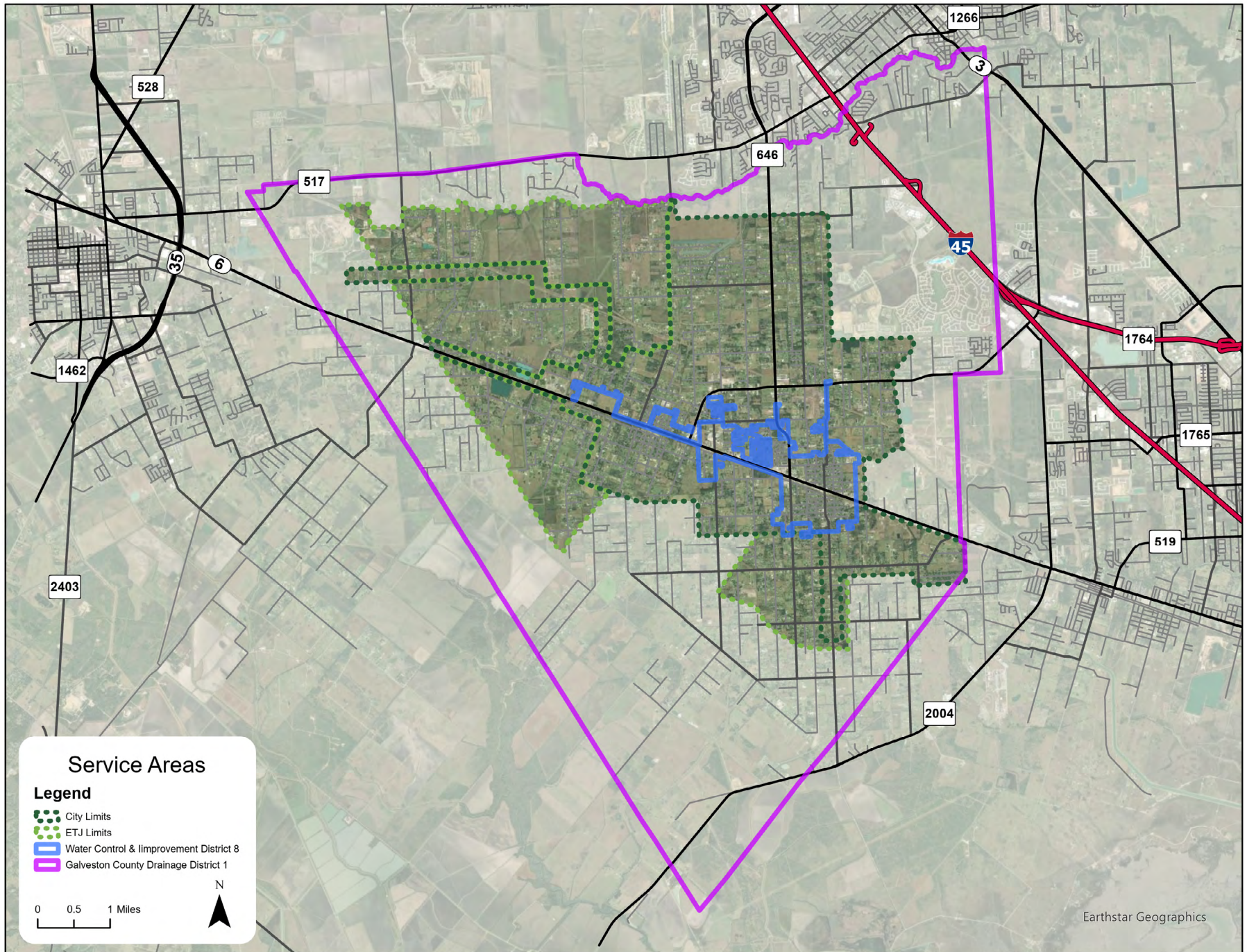


Infrastructure typically includes transportation, communications, utilities, water, wastewater and drainage. While the Mobility chapter addresses Santa Fe's roadway network, this chapter focuses on its water, wastewater and drainage systems.

Municipal-run infrastructure would allow the City freedom to grow and develop on their own terms. However, the cost can be heavy for operations, maintenance, and capital improvement plan expansions during the lifetime of the system.

WCID 8 and DD 1 ease the financial burden off the City for operations and maintenance as well as capital improvement planning. They also must coordinate with the City on development, which limits the City's power to steer development patterns.

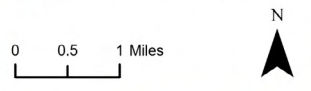
Coordination between these entities relies on clear, frequent communication and an understanding of policies, rules, and standards.



Service Areas

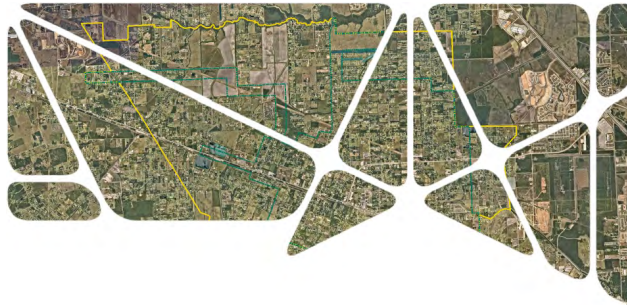
Legend

- ⋯ City Limits
- ⋯ ETJ Limits
- ▭ Water Control & Improvement District 8
- ▭ Galveston County Drainage District 1



Earthstar Geographics

INFRASTRUCTURE PLANNING



A Utility Master Plan was completed by Kimley-Horn in 2019 and proposed a water distribution and wastewater collection system designed to serve an ultimate build-out land use plan determined in that plan, which does not reflect the Future Land Use Plan proposed in this Comprehensive Plan. However, the Utility Master Plan is intended to serve as a basis for subsequent capital improvement planning (CIP) efforts as new developments are considered and as the Comprehensive Plan is implemented. Some deliverables of the Utility Master Plan include:

- Design criteria memos
- Lists of potential improvement projects
- System maps to assist in CIP

At this time, none of the recommended improvement projects have been implemented.



WATER CONTROL AND IMPROVEMENT DISTRICT 8

Galveston County's Water Control and Improvement District 8 (WCID8) manages water and wastewater services in the City of Santa Fe.

WCID8 "is a political subdivision of the State of Texas, created by an order of the Texas Commission on Environmental Quality" and "is responsible for protecting the drinking-water supply from contamination or pollution which could result from improper plumbing practices."¹

According to water meter data from 2019, approximately 1,928 homes receive water and wastewater services from WCID 8, while 2,693* homes use their own independently-managed systems. WCID 8 offers services outside of its district boundaries, however at a higher rate. In spring of 2023, WCID 8 allowed out-of-district properties to petition to be annexed into the district and receive services at the in-district property tax rate.

While buying land in Santa Fe is relatively affordable, performing ad hoc utility connections makes building on the land expensive. Additionally, most existing utilities are aging or inadequate for current demands.

All water and wastewater in the City of Santa Fe that is not serviced by WCID 8 is provided by a series of wells and septic fields.

The benefit of having a well and septic system is that it is not taxing on any city system and does not need to be accounted for in modeling they city might do to evaluate needs, expenses, etc. From a homeowner's perspective, having an independently-managed system saves them from paying for the service, which many find appealing.

The drawback of having a well and septic system is that water quality and availability is not assured. Wells that draw from the same aquifer deplete reserves faster and with little or no warning. Also, if not properly buffered and maintained, septic fields can contaminate the water supply. These systems also cannot be used on lots below a certain size in Santa Fe. As the city continues to develop, fewer parcels would be allowed to use well and septic as an option.

*estimated based on total occupied households within City Limits in 2019.

1: <http://www.gcwcid8.com/>

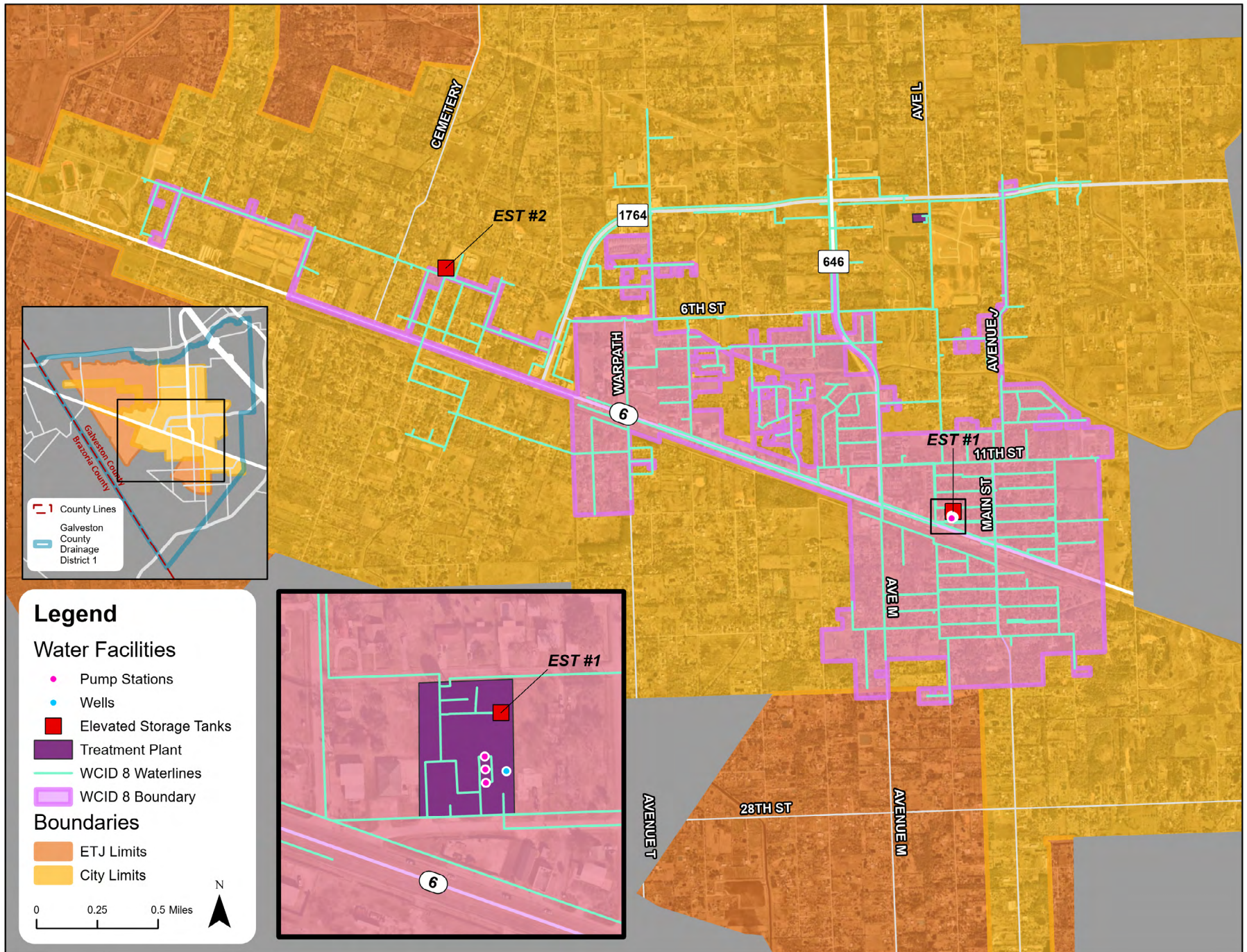
WATER SUPPLY

WCID 8's water supply system includes:

- ✔ 2 Water Plants
- ✔ 2 Elevated storage tanks (EST) with a combined capacity of 400,000 gallons
- ✔ 45 miles of underground water lines
- ✔ 486 valves
- ✔ 1 well
- ✔ 5 reducers
- ✔ 3 pump stations

Water is supplied from the Galveston County Water Authority (GCWA) and treated at WCID 8's two Water Treatment Plants located in the City.

The water utility billing department reports that the water system included 1,928 connections in 2019.



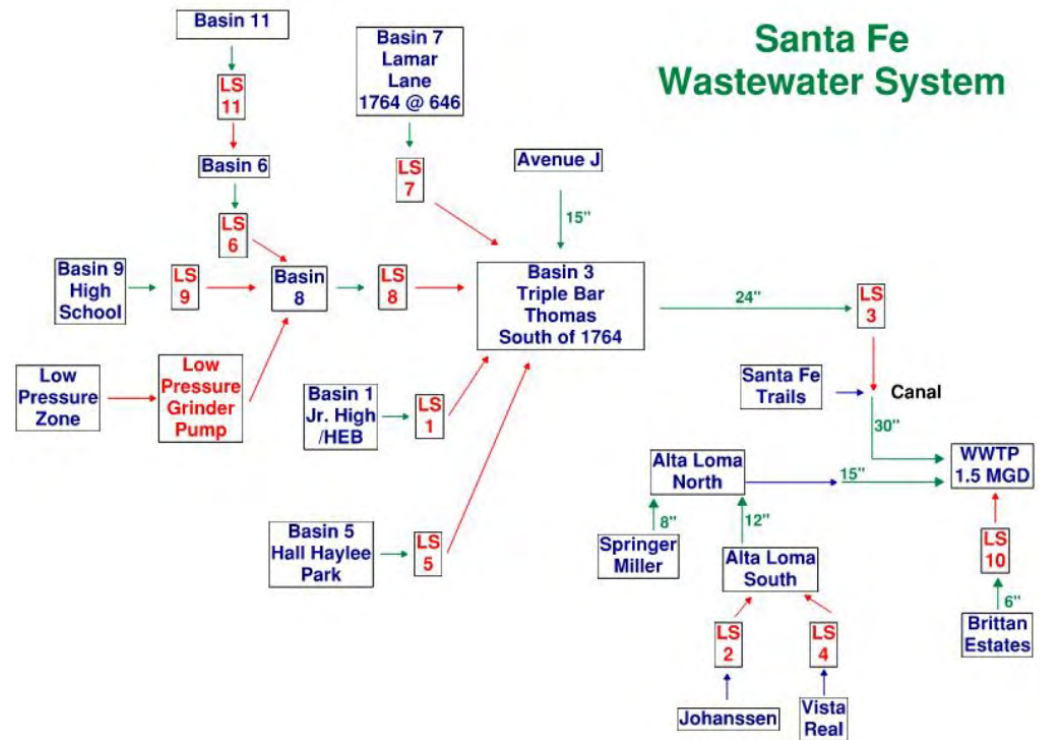
WASTEWATER

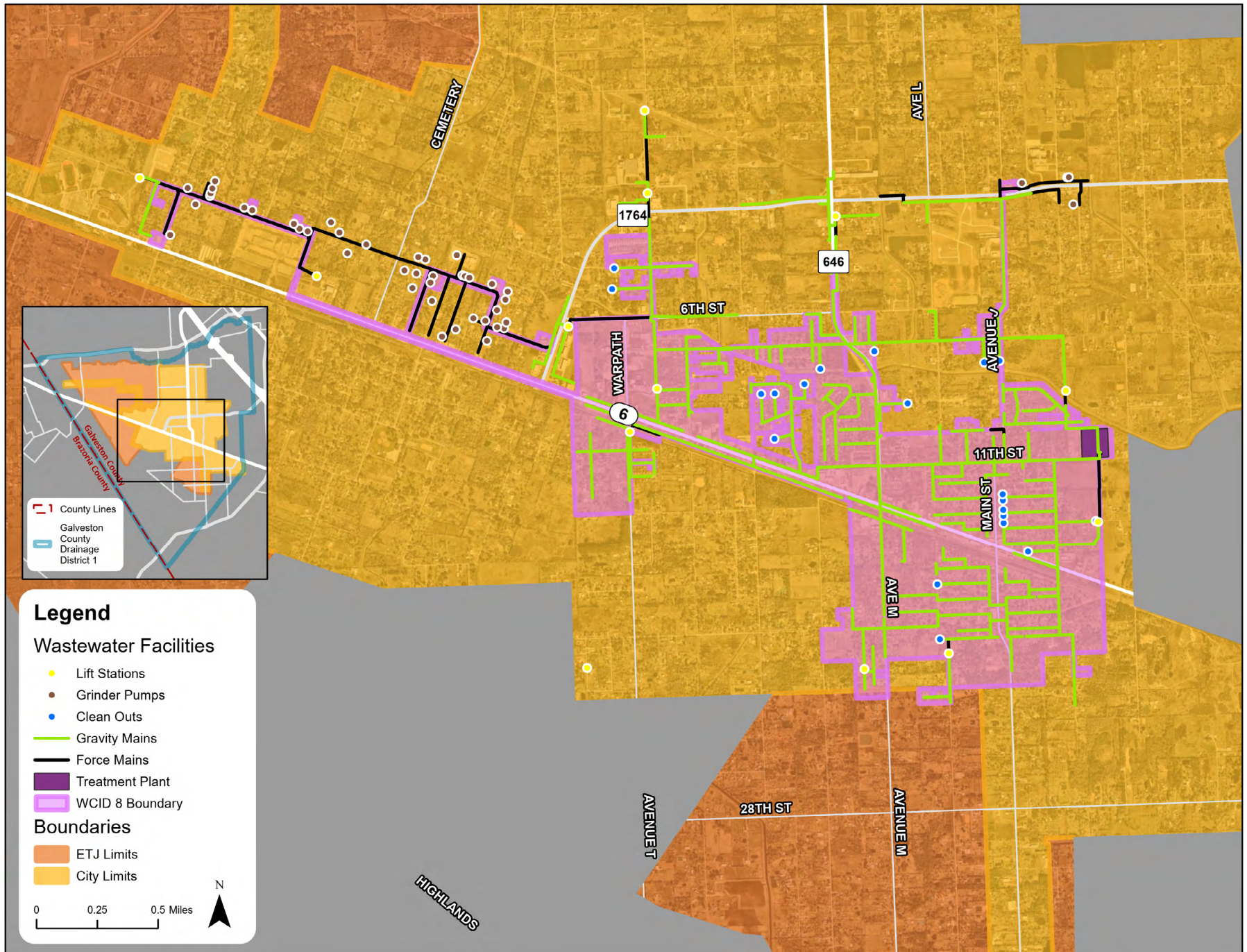
WCID 8's wastewater collection system includes:

- 11 lift stations
- 42 plugs
- 449 manholes
- 44 grinder pumps
- 20 clean outs
- 31 miles of gravity mains
- 6 miles of force mains
- 1 wastewater treatment plant (WWTP)

The existing wastewater treatment plant has a permitted capacity of 1.5 MGD. The current collection flow has a peak of 743,000 GPD and an average of 530,000 GPD.

The following flow chart illustrates the movement of wastewater from collection basin across the WCID 8 service area to the WWTP. As identified in the 2019 Utility Master Plan, this system is inefficient.

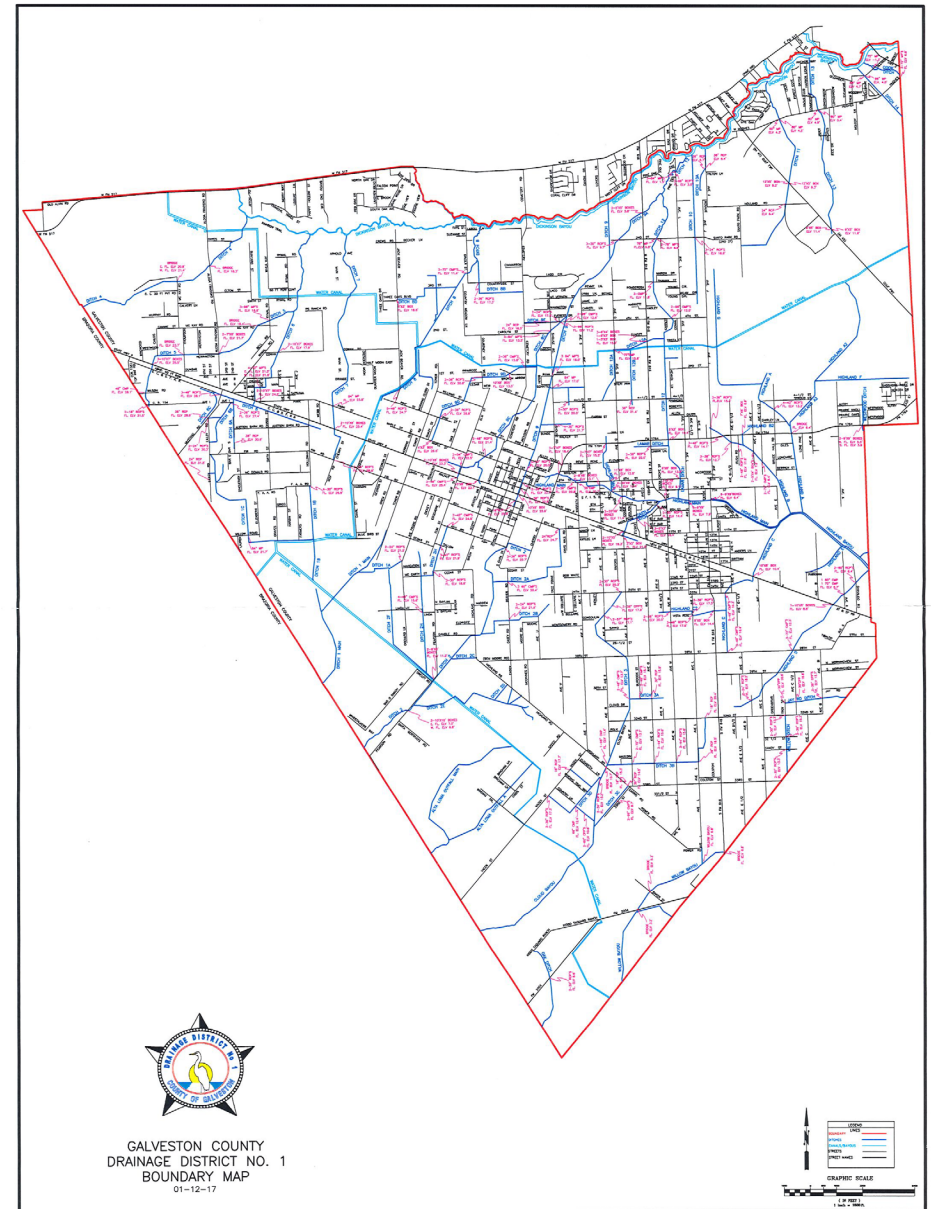


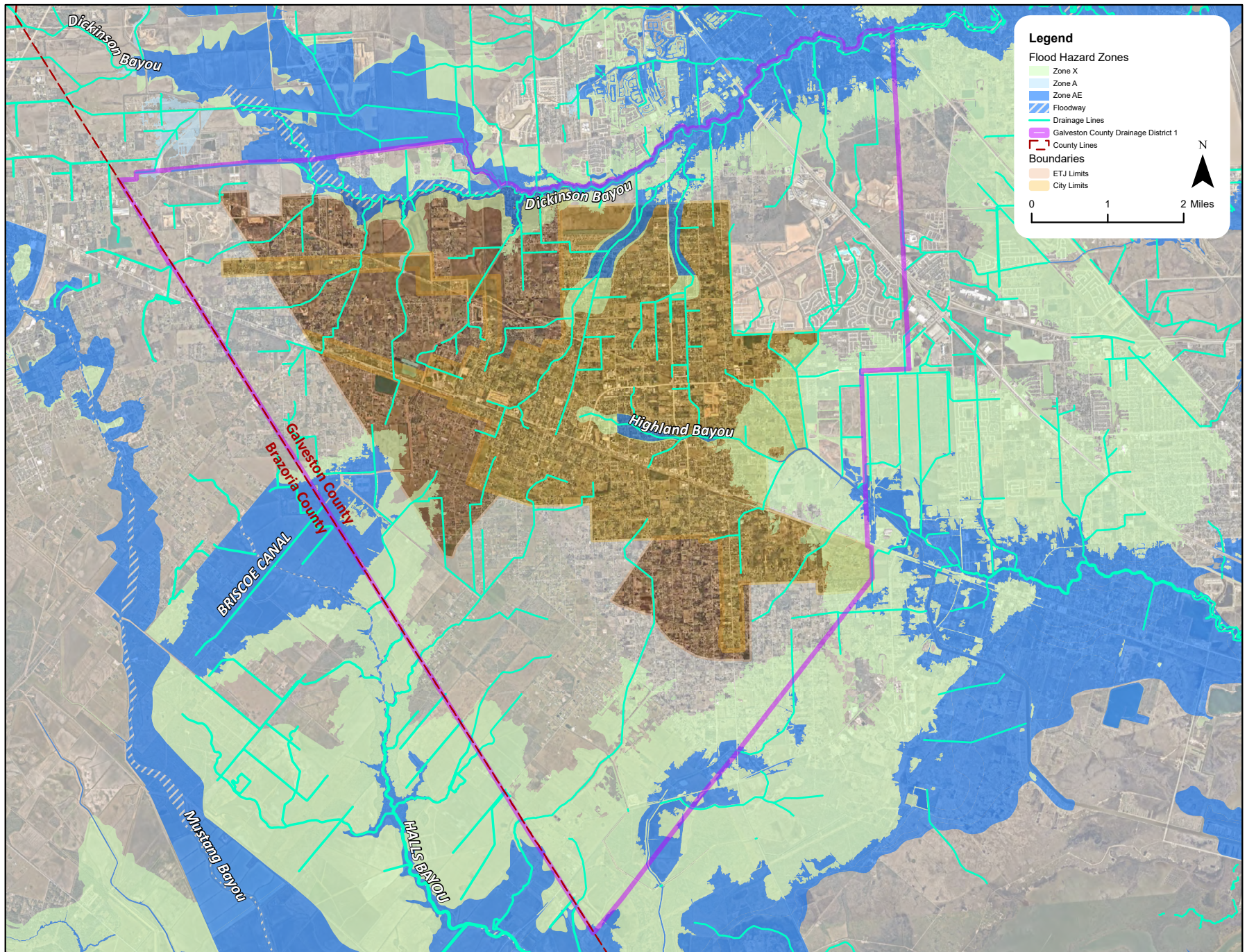


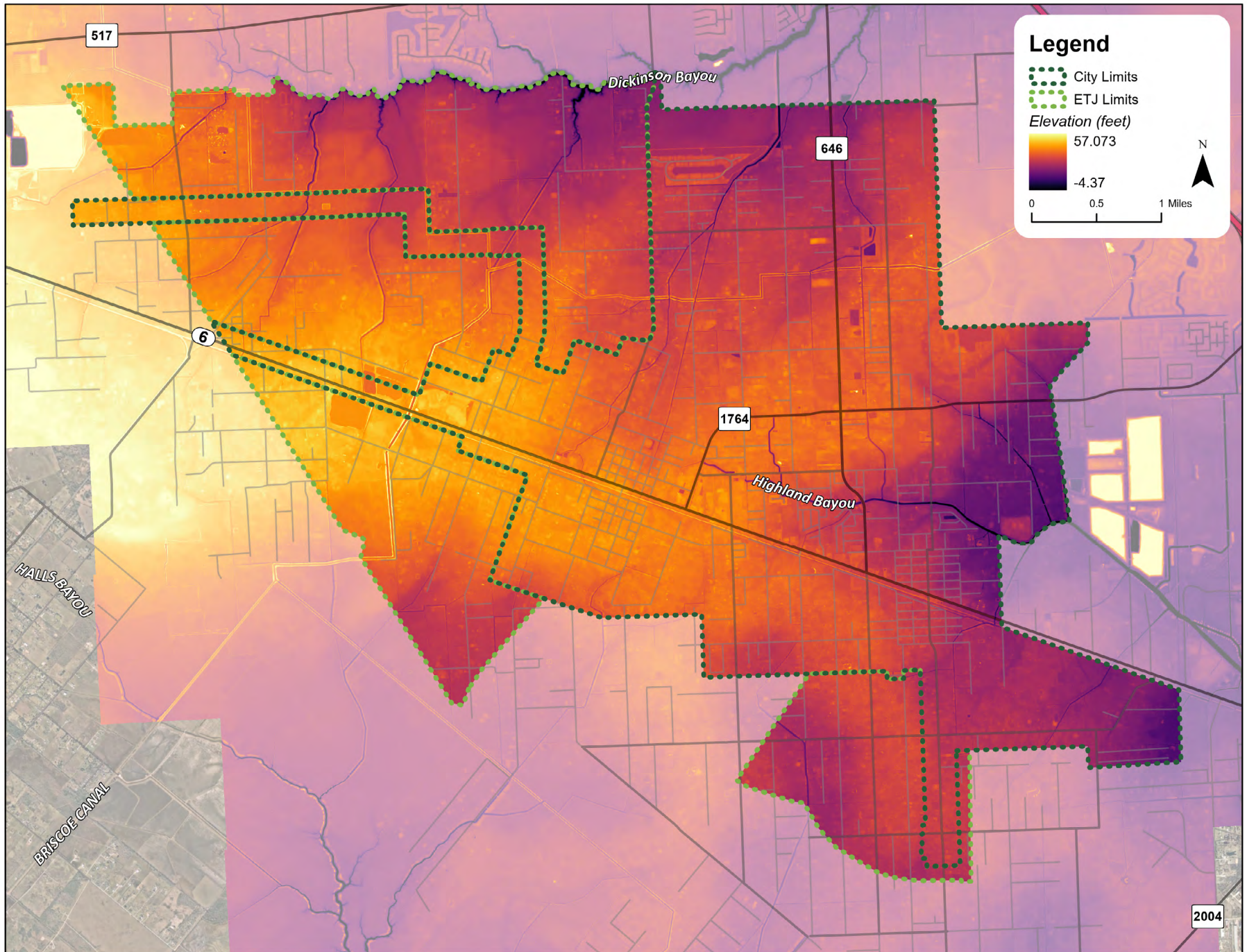
STORMWATER

Galveston County's Drainage District 1 (DD 1) is responsible for drainage facilities in Santa Fe.

According to their website, DD 1 "was created by a vote of the people in 1908...for the sole purpose of the reclamation and drainage of its overflowed lands and other lands needing drainage...The District's primary activities include construction, maintenance and operation of drainage control facilities."







DRAINAGE MASTER PLAN

Currently, Santa Fe does not have a formal Drainage Master Plan.

Inadequate or improper planning for drainage facilities may have a detrimental effect on the city and its residents. Therefore, developing a Drainage Master Plan for Santa Fe will provide the city with key information and help guide improvements for meeting the city's existing and future drainage needs.

The purpose of a Drainage Master Plan is to...

- Provide a detailed study of floodways and floodplains
- Evaluate current and future facilities based on local criteria and federal requirements
- Identify and prioritize potential improvements

What are the main steps of a Drainage Master Plan?

- Perform a hydrologic study – how much storm water is being generated, where is it coming from, and where is it flowing to?
 - + Existing or proposed culverts, creeks, or major closed drainage systems
 - + Areas of known flooding issues
 - + Boundaries and limits of the drainage area are based upon topographic data
- Determine characteristics of drainage areas
 - + Soil type
 - + Land use type
 - + Type of ground cover + longest flow path = time of concentration
- Conduct a hydraulic capacity analysis – determine how well the drainage facilities are operating based upon the city's design criteria
 - + Are facilities sized to convey the recommended storm size?
 - + Ultimately, what/where is the cause of flooding?

RECOMMENDED ACTIONS

Initiate Capital Improvements Planning (CIP)

- Create a 5-year CIP program to ensure that funding is allocated for infrastructure projects
- Identify priority projects for the next five years
- Use population projections as part of the Comprehensive Plan to determine demands for new public facilities (fire, hospital, schools, etc.)

Partner with Galveston County Drainage District 1

- Update the Drainage Master Plan to analyze the condition and capacity of existing drainage facilities and propose appropriate improvements based on the new Future Land Use Plan
- Prioritize improvement projects and include them in the CIP
- Create procedures to initiate subsequent Drainage Master Plans

Collaborate with Water Control Improvement District #8 (WCID 8)

- Implement Water & Wastewater Impact Fees as land becomes developed

Acquire a GIS platform for internal use and external communication

- Inventory existing City infrastructure in a GIS database; include condition and age to better estimate when repairs will be needed
- Identify and communicate flood hazard, drainage patterns, and water and wastewater facilities
- Share data with and incorporate data from external partners

10

PARKS AND OPEN SPACES

PARKS AND OPEN SPACES

CHALLENGE

Number of parks and open spaces does not meet community demand and desire

OPPORTUNITY

Maintain current high-quality facilities and expand the parks network to provide a park or trail within a half-mile of most residences



Santa Fe does not currently meet the national standard of the required green space based on population.

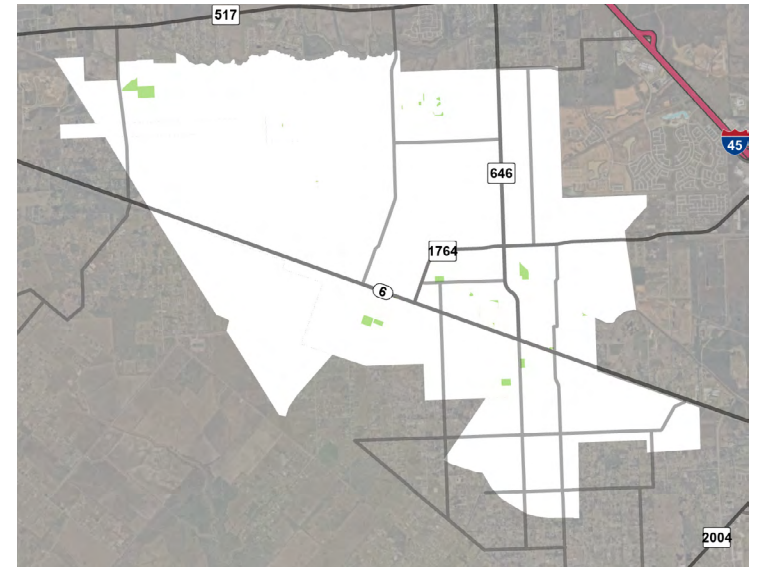
We heard from the residents that they would like more parks and green space. This includes amenities such as swimming pools, skate parks, and sports fields.

The goal is to improve accessibility to parks, recreation, and open spaces throughout the city.

As the city continues to build out, the appropriate amount of land should be preserved to provide current and future residents with these amenities.

In comparison to its peer cities, Alvin and Friendswood, Santa Fe has fewer total number of parks and trails, and a lower greenspace acreage per population ratio.

Mae S. Bruce
Therapeutic Garden



Santa Fe parks by numbers:

3

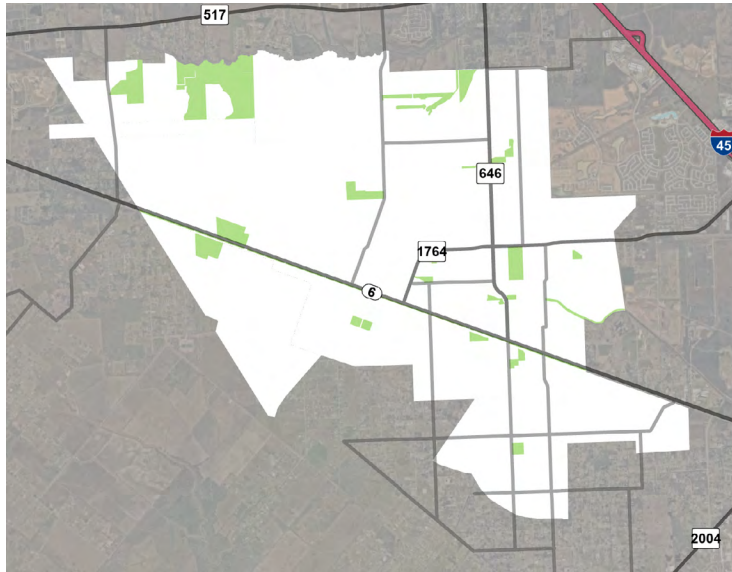
public parks within City Limits:
Joe A. Tambrella Park (City Managed) | Mae S. Bruce Park (City Managed) | Runge Park (County Managed)

27+

acres total

+

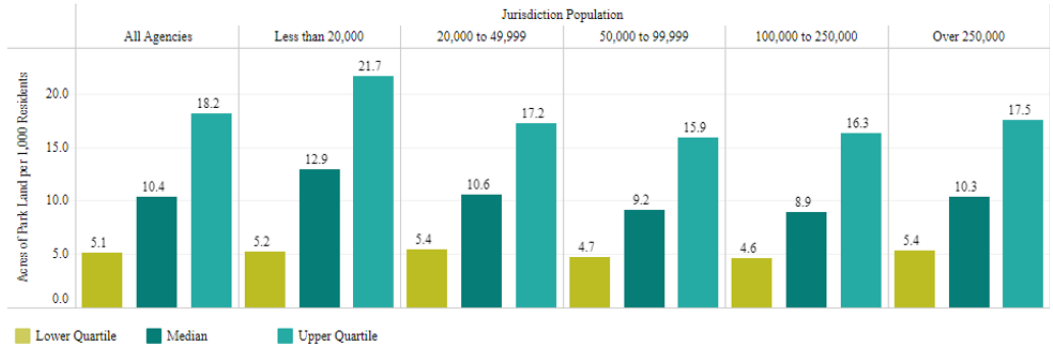
additional recreation fields: Braves Football Field | Santa Fe Girls Softball Complex



Minimum NRPA standard: 6.25 – 10.5 acres / 1000 residents
 Santa Fe 2020 population: 13,326
 Existing Santa Fe conditions: 2 acres/ 1000 residents
 Future Santa Fe based on FLUP: 7 acres/1000 residents

Currently, at 13,326 population, 80 acres of greenspaces are required; Santa Fe has 27 acres. As shown in the Land Use chapter of this plan, the built-out population is projected to be 155,683 in 2050. At that population, the minimum recommended greenspace acreage will be 973 acres. In the Future Land Use Plan, 1035 acres of greenspace, designated as “Parks & Open Space/Natural Areas” is proposed.

Acres of Park Land per 1,000 Residents



www.NRPA.org/APR

*Findings from the 2022 NRPA Agency Performance Review uses survey data gathered from 2019-2021 by NRPA Park Metrics.



The National Recreation and Parks agency suggests that a city’s park system has between 6.25 and 10.5 acres of open space per 1,000 residents.

In the exhibit above, NRPA conducted reviews of green spaces across the country. No two communities are identical and the type and size of greenspaces each community has greatly varies. Therefore, this organization collected a list of comprehensive data and benchmarks for parks/greenspaces across the whole United States.

While examining the column that shows acreage of greenspaces for cities under 20,000 in population, Santa Fe is in the lower quartile of cities at 2 Acres per 1000 residents. The national median greenspace acreage for cities at this population size population contains 12.9 acres per 1000 residents. And in the upper percentile, cities have at least 21.7 acres per 1000 residents for parks.

Recommended Actions

- Conduct a Parks and Trails Master Plan
- Identify potential City park locations
- Start a city board that can identify funding and future projects



Regarding Santa Fe's parks and open spaces

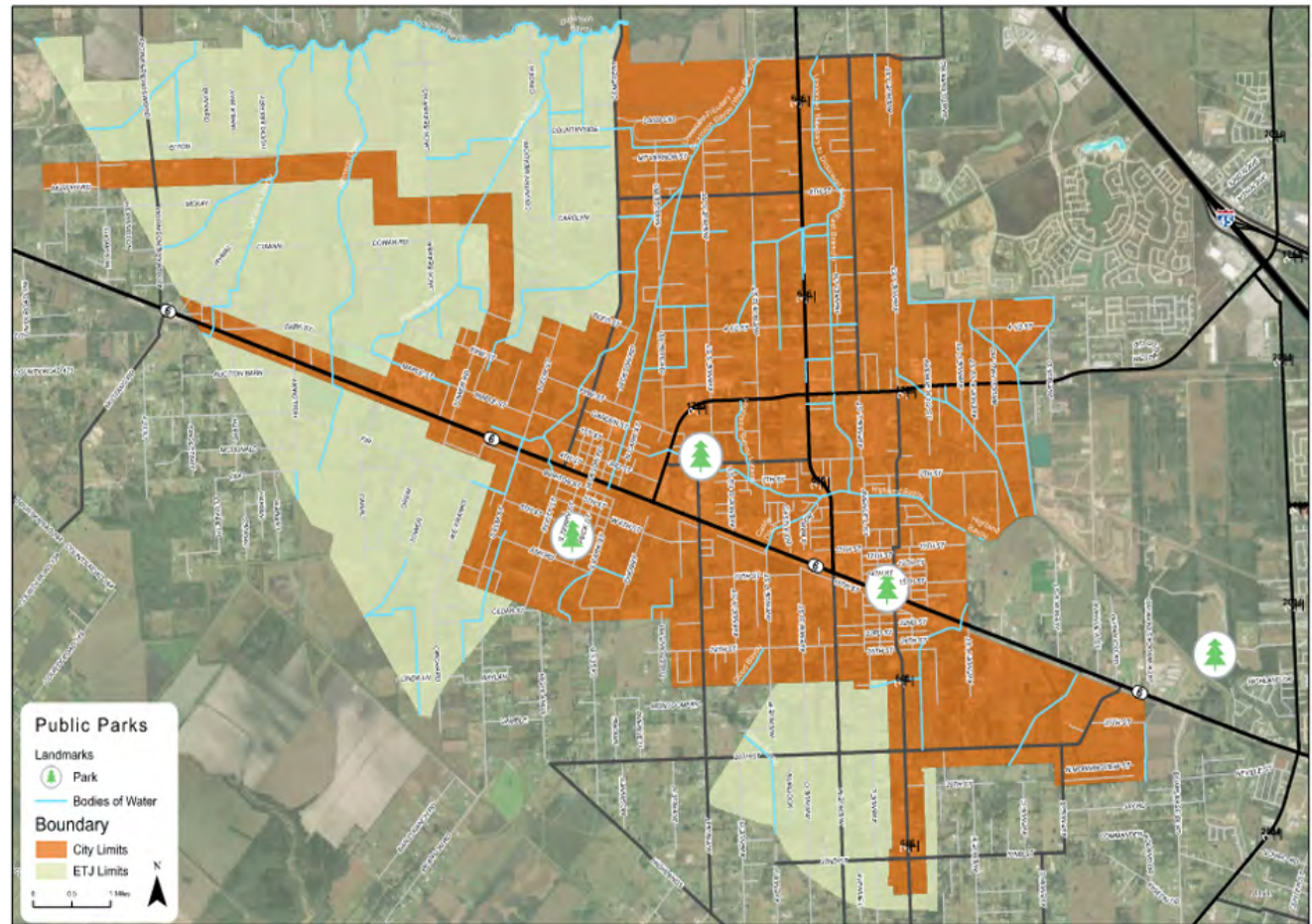
...The citizens want more parks and recreational amenities.

...Existing, Santa Fe does not meet the national standard of the required green space based on population.

...Santa Fe has the land acreage and the population requirement to apply for State park funding. Annually, the Texas Parks and Wildlife Department has multiple grant funding opportunities that Santa Fe is eligible to apply for. The Local Park Grant program is specifically for cities with a population under 50,000. and has \$750,000 each year to allocate, each project can earn a maximum funding of \$150,000. Additionally, there is an annual fund for rural outdoor recreation activity and a separate one for recreational trails. Beyond State funding, there are also private grants from foundations.



Joe A. Tambrella Park



There are **three total parks** located inside the City limits of Santa Fe. Including:

- ▶ Joe A. Tambrella Park
- ▶ Mae S. Bruce Therapeutic Garden
- ▶ Runge Park.

Through the public engagement process, residents commented on the need for more parks and greenspace. They also expressed the need for more amenities (swimming pools, community pond, baseball fields, sand volleyball, walking trails) within parks and different types of parks (skate parks, mini-golf park, multi-sport fields).

EXISTING PARKS



Joe A. Tambrella Park (6 Acres)¹
13302 6th Street, Santa Fe 77510

Managed by: City of Santa Fe

- Primarily accessible by car; there are no sidewalks/trails leading up to the site.
- Located next to the Mae S. Library
- Asphalt walking trail, amphitheater, covered pavilions, picnic tables, restrooms, play areas with swings and jungle gym



Mae S. Bruce Therapeutic Garden (1 Acre)²
12026 16th St, Santa Fe, TX 77510

Managed by: City of Santa Fe

- Primarily accessible by car; there are no sidewalks/trails leading up to the site.
- Located next to City Hall.
- Therapeutic garden, gazebo, picnic benches, concrete walking trails

1. <https://www.galvestoncountytexas.gov/Home/Components/FacilityDirectory/FacilityDirectory/48/33>

2. <https://www.galvestoncountytexas.gov/Home/Components/FacilityDirectory/FacilityDirectory/54/573>

EXISTING PARKS



Runge Park (20 Acres)¹
4605 Peck Avenue, Santa Fe, TX 77510

Managed by: Galveston County

- This is the only park within Santa Fe that is located in a predominately residential neighborhood and fronting all neighborhood collector streets
- Includes a baseball field, Community Center, Concession Building, Picnic Area, Playground, Port-a-Let, Restrooms, Rodeo Arenas



Jack Brooks Park (678 Acres)²
5700 FM 2004, Hwy 6, Hitchcock, TX 77563

Managed by: Galveston County

- Primarily accessible by car (7-minute drive from Santa Fe's City Hall)
- Baseball Field, Basketball Court, Disc Golf Course, Fairgrounds-Covered Rodeo Arena, Historic Site, Horseback Riding Trails, Kayak/Canoe Launch, Mountain Bike Trails, Picnic Area(s), Playground(s), Practice Backstops, Restrooms, Volleyball Court

1. <https://www.galvestoncountytexas.gov/Home/Components/FacilityDirectory/FacilityDirectory/48/33>

2. <https://www.galvestoncountytexas.gov/Home/Components/FacilityDirectory/FacilityDirectory/54/573>



Top comments for parks and trails:

“Add walking and biking trails along the canal for outdoor recreation. Can also include rest stops with outdoor exercise fixtures.”

“...Pickle Ball courts, RC Car, Trucks course, a skatepark to include a roller skating/inline skating trail. Sand Volleyball Courts would be an attractive draw as well. We need to save every desirable piece of green space we can as a City. Invest in SF.”

“Don’t care exactly where it is but we need safe places for our teenagers to gather and play games. I love how the park by the library has accommodated my Grandkids toddler to teenagers. Jacks Brooks is too secluded, not as safe.”

“We need open space on this side of town. Open green space is so important to a growing city!”

Comments from online engagement via Social Pinpoint



Source: The Historical Marker Database: <https://www.hmdb.org/m.asp?m=52462>

Runge Park’s Ownership

When the Galveston County Rodeo first established in 1938, the event took place at Runge Park in Santa Fe (then Arcadia, Texas). The Rodeo later moved its fairgrounds to Jack Brooks Parks to Hitchcock in 1984. The park, though located inside the city limits of Santa Fe is owned and largely managed by Galveston County. The tax revenue generated from this park goes towards the County’s and not the City’s, even though this park is frequented by residents of Santa Fe.

Consequently, if the community would like to have more influence on what will happen to the ongoing maintenance and improvements at Runge, it will be beneficial for the City to attain ownership of the Park.

EXISTING PARKS

	Existing		FLUP	
	City Limits	ETJ	City Limits	ETJ
Population	13,326	3,662	122,250	33,612
NRPA standard	83	23	863 acres	210 acres
Current Acres	27 acres	0 acres	444 acres	591 acres
Meets Standard?	No	No	No	Yes

In accordance with the National Recreation and Parks Standard of Parks (NRPA), it is suggested that the minimum standard for a park system is **6.25 acres- 10.50 acres of open space per 1,000 residents**. This is the general standard for all types of parks.

Overall, the existing population of Santa Fe requires a minimum of 106 acres of open space. Based on the Future Land Use Plan, 1,073 acres of open space would be required.

The amount of open space in the proposed Future Land Use Plan would not meet requirements within the city limits, but would meet requirements in the ETJ and in the overall study area. It is recommended that the city perform a parks master plan to address the missing need within the city limits.

<https://www.nrpa.org/about-national-recreation-and-park-association>

NEIGHBORING CITIES' PARKS

City: Alvin Population: 27,576 Size: 25 Square Miles	City: Friendswood Population: 41,213 Size: 21 Square Miles	City: Santa Fe Population: 13,326 Size: 17 Square Miles
<p>10 parks 1 independent hiking/biking trail</p> <p>115 total acres of parks and trails</p>	<p>10 parks</p> <p>266 total acres of green space and trails</p>	<p>3 parks</p> <p>27 total acres of parks and trails</p>
<ul style="list-style-type: none"> In 2019, updates were made to the Parks Master Plan Several park projects were identified in the 2021- 2025 CIP 	<ul style="list-style-type: none"> In the process of updating the 2009 Parks Master Plan that is part of the comprehensive plan update Keep Friendswood Beautiful (KFB) is an active city board that seeks grant funding for and actively participates in the upkeep of citywide aesthetics 	<ul style="list-style-type: none"> This section of the comprehensive plan can be used as the baseline measure for a future Parks Master Plan

Year: 2020 <https://data.census.gov/table?g=160XX00US4865726&tid=ACSSST5Y2020.S0101>

PARK CONCEPT IN SANTA FE

The area between the active railroad line (Gulf, Colorado, and Santa Fe Railway Company) and Highway 6 consists of a stretch of land that is 6.3 miles long and averaging 150 feet in width. This area has the potential to become a **linear park**, which is a strip of long outdoor space that mimics a trail along other transportation infrastructure and greenspace. By turning this space into a linear park, a resident could enter from any point along the path, traverse almost the entire width of the city, and access various places of interest.



Santa Fe, TX
 Between Active Rail Line (BNSF) and Highway 6
 Up to 6.3 miles long, average 150-foot width
 Potentially connect parks throughout the city via trail network
 Could create an attractive amenity for families and young professionals

Cy-Champ Park



Northwest Houston, TX
 Adjacent to Active Rail Line (BNSF)
 1.4 miles long, average 180-foot width
 Terminates near Cypress Creek and Champions Golf Club

Atlanta BeltLine Eastside



Atlanta, GA
 Repurposed Rail Corridor
 3 miles long, average 120-foot width
 Part of a citywide multi-modal ring trail

CITY BOARD/PUBLIC INVOLVEMENT

Founded in 1967, Keep Texas Beautiful is a non-profit organization that “inspires and empowers Texans to make their communities clean and beautiful”¹, the work is driven by its network of affiliate members of communities all around Texas. Santa Fe presently does not have a branch of this organization. Through our rounds of public engagement, many residents stated their interest in improving the green space in Santa Fe. Together, a group of volunteers can form a city board dedicated to keeping Santa Fe beautiful. This is especially helpful in the case of applying for funding. Nearby cities, Friendswood and Pearland both have their Keep “insert City” Beautiful group that has won awards and additional private funding for their cities’ green space improvements.

Furthermore, starting a city board can involve putting on community-wide volunteering events that include the children and young adults in the city, such as planting tours and debris pickup days. This can add to recreational activities and community involvement for a variety of Santa Fe residents.



RECOMMENDED ACTIONS

Conduct a Parks and Trails Master Plan

- Include a public engagement process to better understand the community's specific needs
- Obtain an inventory of the length and conditions of existing trails in Santa Fe
- Develop a list of prioritization projects for improvements to the public parks and trails
- Ongoing data collection of the userbase and behavioral patterns of the existing parks

Identify potential City park locations

- Continue coordinating with the County to gain ownership of Runge Park
- Complete the proposed acquisition of Berringer-Tully Field from Santa Fe ISD for use as a park
- Set aside specific parcels of land in strategic locations to ensure that it will only be developed for green space and recreation
- Preserve the area between the railroad and Highway 6 as a linear park
- Include at least 2 pieces of playground equipment in proposed parks

Start a city board that can identify funding and future projects

- Develop a taskforce of 10-15 members that includes a combination of residents, community stakeholder groups, and municipal staff
- Identify projects from the Parks and Trail Master Plan to prioritize and apply for grants for which the projects are eligible
- Locate parcels of interest for designated parks



IMPLEMENTATION

CHALLENGE

Existing infrastructure (roads, drainage, water and wastewater) is insufficient to support existing and incoming growth

OPPORTUNITY

Provide and maintain quality infrastructure that supports existing needs and incoming growth

IMPLEMENTATION



A successful Comprehensive Plan will act as a blueprint that recommends next steps to achieve the vision and goals. It will identify potential funding sources and partnerships that the City can leverage to implement the plan.

In this section, action items related to the three main objectives are presented and include timeline, key players, and potential funding sources. Successful implementation will require proactive coordination between the City, other key players, and the community.

Three main objectives from this Comprehensive Plan:

- Save space and resources for future infrastructure needs
- Attract employers
- Develop middle market housing

Immediate /
Short-Term
6 month - 2 years



Mid-Term
3 - 7 years



Ongoing
7 - 15+ years

Action Item “What”	Key Players “Who”	General Timeline “When”
<p>This column recommend a course of action to begin achieving the goals from this comprehensive plan.</p>	<p>This column includes a list of public and private organizations that will be the key to furthering implementation of the action items.</p>	<p>This column specifies the recommended start time of implementation. Ongoing action items are activities that the City and other key players should perform on a regular basis.</p>

Key Players

- City Staff
- Planning and Zoning Commission
- City Council
- Mayor
- Economic Development Corporation (EDC)
- Chamber of Commerce
- Fire and Rescue Department
- Galveston County Water Control & Improvement District #8 (WCID 8)
- Galveston County Drainage District 1
- Bay Area Houston Economic Partnership (BAHEP)
- Houston Galveston Area Council (H-GAC)
- Neighboring City Staff
- Galveston County
- Texas Department Of Transportation (TxDOT)
- Independent School District (ISD)
- Real estate community
- Gulf, Colorado, and Santa Fe Railway Company (GCSF)

SAVE SPACE AND RESOURCES FOR FUTURE INFRASTRUCTURE NEEDS

Action	Key Players	General Timeline
Implement safety measures for non-vehicular modes	Consultant	Short-Term
Initiate Capital Improvements Planning (CIP)	City Staff City Council Planning & Zoning Commission Galveston County Control & Improvement District #8 Galveston County Drainage District 1	Short-Term
Conduct an official Mobility Plan that includes a Thoroughfare Plan	Consultant	Short-Term
Collaborate with Water Control & Improvement District #8 (WCID 8)	City Staff Galveston County Water Control Improvement District #8	Short-Term
Conduct a Parks and Trails Master Plan	City Staff Consultant	Short-Term



Action	Key Players	General Timeline
Identify potential City park locations	City Staff Consultant	Short-Term
Start a city board that can identify funding and future projects	City Staff	Short-Term
Establish Roadway Impact Fees to implement roadway projects	City of Santa Fe City Council	Mid-Term
Partner with Galveston County Drainage District 1	City Staff Galveston County Drainage District 1	Ongoing

Funding | H-GAC, Texas Water Development Board, TxDOT, FEMA, Texas Parks and Wildlife, Keep Texas Beautiful

ATTRACT EMPLOYERS

Action Item	Key Players	General Timeline
Develop a strategic economic plan	City Staff Economic Development Corporation Chamber of Commerce Consultant	Short-Term
Develop a branding plan	City Staff Consultant	Mid-Term
Market Santa Fe as a destination	City Staff Economic Development Corporation Consultant	Ongoing
Provide diverse economic opportunities through regional partnerships	Economic Development Corporation Chamber of Commerce Bay Area Houston Economic Partnership Neighboring City Staff	Ongoing
Expand support for existing and future local businesses	City Staff Economic Development Corporation Chamber of Commerce	Ongoing

Funding | H-GAC

DEVELOP MIDDLE MARKET HOUSING

Action Item	Key Players	General Timeline
Create a community group to engage the residents about middle market housing	City Staff Economic Development Corporation Consultant Development Community	Immediate
Update the Unified Development Code	City of Santa Fe Staff Consultant City Council Planning & Zoning Commission Development Community	Short-Term
Incorporate middle market housing into the Unified Development Code	City Staff City Council Planning & Zoning Commission Development Community	Short-Term
Provide user-friendly online tools to help navigate the development process	City of Santa Fe staff Consultant	Mid-Term
Create development incentives for middle market housing	City Staff City Council Economic Development Corporation Development Community	Mid-Term

Funding | H-GAC

Main Objective	Topic (Recommendation #)	Action Item	Timeline	Key Players
Attract Employers	Placemaking (1)	Develop a branding plan	Mid-Term	City Staff Consultant
Attract Employers	Placemaking (1)	Incorporate the logo on public facing infrastructure throughout the city and online	Ongoing	
Attract Employers	Placemaking (1)	Collaborate with local artists and students to enrich the aesthetics of the streetscape	Ongoing	
Attract Employers	Placemaking (1)	Create identifiable welcome signage at main entry points to the city	Mid-Term	
Attract Employers	Placemaking (2)	Market Santa Fe as a destination	Ongoing	City Staff Consultant Economic Development Corporation
Attract Employers	Placemaking (2)	Expand the City's existing social media platforms to capture a wider audience	Mid-Term	
Attract Employers	Placemaking (2)	Create recurring events that invite visitors and engage residents	Immediate	
Attract Employers	Placemaking (2)	Highlight Santa Fe's rich history as a platform for tourism	Ongoing	
General	Placemaking (3)	Partner with H-GAC as a regional sponsor	Ongoing	City Staff Mayor Houston-Galveston Area Council
General	Placemaking (3)	Apply for a Livable Center Study	Mid-Term	
General	Placemaking (3)	Engage in Bringing Back Main Street program	Ongoing	
Develop Middle Market Housing	Land Use (1)	Update the Unified Development Code	Short-Term	City Staff City Council Planning & Zoning Commission Development Community
Develop Middle Market Housing	Land Use (1)	Revise the zoning standards and matrix	Short-Term	
Develop Middle Market Housing	Land Use (1)	Include graphics and renderings to provide visual guidelines	Short-Term	
Develop Middle Market Housing	Land Use (1)	Revise the Santa Fe zoning map to align with the updated Future Land Use Plan	Short-Term	
Develop Middle Market Housing	Land Use (2)	Provide user-friendly online tools to help navigate the development process	Mid-Term	City Staff Consultant
Develop Middle Market Housing	Land Use (2)	Develop a comprehensive plan checklist to determine an application's adherence to the plan's vision and goals; can be used by applicants and decision-makers	Short-Term	
Develop Middle Market Housing	Land Use (2)	Create an online interactive map with a database that identifies parcels permitted for specific uses	Mid-Term	
General	Land Use (3)	Foster an ongoing dialogue with the public about the Future Land Use Plan	Ongoing	City Staff Consultant Development Community
General	Land Use (3)	Inform the development community about updated policies	Immediate	
General	Land Use (3)	Introduce new land use opportunities to property owners and realtors	Immediate	
General	Land Use (3)	Create a process for regular updates of the Future Land Use Plan	Short-Term	
Attract Employers	Economic Development (1)	Develop a strategic economic plan with the EDC	Short-Term	City Staff Economic Development Corporation Chamber of Commerce Consultant
Attract Employers	Economic Development (1)	Include market and fiscal impact analyses that consider population and housing projections from the Comprehensive Plan; these should be evaluated when reviewing development proposals	Short-Term	
Attract Employers	Economic Development (1)	Determine the appropriate mix of business types to generate a tax base that supports the goals of the Comprehensive Plan	Short-Term	
Attract Employers	Economic Development (1)	Identify opportunities to incorporate contiguous property; begin coordination with property owners	Mid-Term	Galveston County
Attract Employers	Economic Development (1)	Recommend strategies to attract a variety of entertainment options	Short-Term	
Attract Employers	Economic Development (2)	Provide diverse economic opportunities through regional partnerships	Ongoing	Economic Development Corporation Chamber of Commerce Bay Area Houston Economic Partnership Neighboring City Staff
Attract Employers	Economic Development (2)	Partner with neighboring municipalities to mutually advertise businesses and events	Ongoing	
Attract Employers	Economic Development (2)	Invite neighboring businesses to participate in EDC and Chamber of Commerce meetings	Ongoing	
Attract Employers	Economic Development (3)	Expand support for existing and future local businesses	Ongoing	City Staff Economic Development Corporation Chamber of Commerce
Attract Employers	Economic Development (3)	Widely publicize the Pocket Market to increase exposure for local vendors	Ongoing	Mae S. Bruce Library
Attract Employers	Economic Development (3)	Create a network of seniors and veterans that can provide mentorship to small businesses in leadership, career development, and general business practices	Mid-Term	
General	Economic Development (4)	Strengthen the mutually beneficial relationship with Santa Fe ISD	Ongoing	City Staff Santa Fe Independent School District
General	Economic Development (4)	Share public / City-owned spaces for use in curriculum	Mid-Term	
General	Economic Development (4)	Explore alternatives to secondary education programs	Ongoing	Bay Area Houston Economic Partnership
Develop Middle Market Housing	Housing (1)	Create development incentives for middle market housing	Mid-Term	City Staff City Council
Develop Middle Market Housing	Housing (1)	Offer expedited permitting process that offers a reduced review time	Mid-Term	
Develop Middle Market Housing	Housing (1)	Provide a template guide for "middle market" housing structures specific to Santa Fe that guarantees approval	Mid-Term	Consultant
Develop Middle Market Housing	Housing (1)	Provide reduced submittal fees	Mid-Term	

Main Objective	Topic (Recommendation #)	Action Item	Timeline	Key Players
Develop Middle Market Housing	Housing (2)	Incorporate middle market housing into the Unified Development Code	Short-Term	City Staff City Council Planning & Zoning Commission Development Community
Develop Middle Market Housing	Housing (2)	Allow for smaller lots with less frontage and building lines	Short-Term	
Develop Middle Market Housing	Housing (2)	Specify middle market housing types by right in specific zoning districts (mixed-use and multifamily development in retail and office zones and accessory dwelling units on lots with single-family homes)	Short-Term	
Develop Middle Market Housing	Housing (3)	Create a community group to engage the residents about middle market housing	Immediate	City Staff Economic Development Corporation Consultant Development Community
Develop Middle Market Housing	Housing (3)	Conduct small-group meetings with the public to clarify the definition and potential of middle market housing	Ongoing	
Develop Middle Market Housing	Housing (3)	Plan citywide recurring meetings with realtors and developers to discuss recent market trends	Ongoing	
Develop Middle Market Housing	Housing (3)	Expand the conversation into the greater Houston region by reaching out to regional community development corporations and business leaders	Ongoing	Bay Area Houston Economic Partnership Neighboring City Staff
Future Infrastructure	Mobility (1)	Conduct an official Mobility Plan that includes a Thoroughfare Plan	Short-Term	Consultant
Future Infrastructure	Mobility (1)	Include key points of connectivity, specifically bridges over Dickinson Bayou	Short-Term	
Future Infrastructure	Mobility (1)	Engage the public throughout the planning process	Ongoing	
Future Infrastructure	Mobility (1)	Incorporate the approved thoroughfare plan into the development process, starting with any pre-submittal meetings with applicants, to set aside land for future rights-of-way	Ongoing	
Future Infrastructure	Mobility (1)	Identify future locations for alternative mode facilities (trails, bicycle facilities, shared-use facilities)	Short-Term	
Future Infrastructure	Mobility (2)	Establish Roadway Impact Fees to implement roadway projects	Mid-Term	City Staff City Council
Future Infrastructure	Mobility (2)	Identify potential projects to target for funding per the Thoroughfare Plan	Mid-Term	
Future Infrastructure	Mobility (2)	Coordinate with the identified governing body to approve a fee collection amount	Mid-Term	
Future Infrastructure	Mobility (3)	Implement safety measures for non-vehicular modes	Short-Term	Consultant
Future Infrastructure	Mobility (3)	Partner with schools to apply for Safe Routes to School funding and identify potential projects	Short-Term	
Future Infrastructure	Mobility (3)	Require new development or redevelopment, where appropriate, to construct ADA-compliant sidewalks	Short-Term	
Future Infrastructure	Mobility (3)	Identify other safety funding	Mid-Term	
Future Infrastructure	Infrastructure (1)	Initiate Capital Improvements Planning (CIP)	Short-Term	City Staff City Council Planning & Zoning Commission Galveston County Water Control & Improvement District #8 Galveston County Drainage District 1
Future Infrastructure	Infrastructure (1)	Create a 5-year CIP program to ensure that funding is allocated for infrastructure projects	Short-Term	
Future Infrastructure	Infrastructure (1)	Identify priority projects for the next five years	Short-Term	
Future Infrastructure	Infrastructure (1)	Use population projections as part of the Comprehensive Plan to determine demands for new public facilities (fire, hospital, schools, etc.)	Short-Term	Fire & Rescue Department Santa Fe Independent School District
Future Infrastructure	Infrastructure (2)	Partner with Galveston County Drainage District 1	Ongoing	City Staff Galveston County Drainage District 1
Future Infrastructure	Infrastructure (2)	Update the Drainage Master Plan to analyze the condition and capacity of existing drainage facilities and propose appropriate improvements based on the new Future Land Use Plan	Short-Term	
Future Infrastructure	Infrastructure (2)	Prioritize improvement projects and include them in the CIP	Ongoing	
Future Infrastructure	Infrastructure (2)	Create procedures to initiate subsequent Drainage Master Plans	Short-Term	
Future Infrastructure	Infrastructure (3)	Collaborate with Water Control & Improvement District #8 (WCID 8)	Ongoing	City Staff Galveston County Water Control & Improvement District #8
Future Infrastructure	Infrastructure (3)	Implement Water & Wastewater Impact Fees as land becomes developed	Ongoing	
General	Infrastructure (4)	Acquire a GIS platform for internal use and external communication	Mid-Term	City Staff Consultant
General	Infrastructure (4)	Inventory existing City infrastructure in a GIS database; include condition and age to better estimate when repairs will be needed	Mid-Term	
General	Infrastructure (4)	Identify and communicate flood hazard, drainage patterns, and water and wastewater facilities	Mid-Term	
General	Infrastructure (4)	Share data with and incorporate data from external partners	Ongoing	
Future Infrastructure	Parks & Open Spaces (1)	Conduct a Parks and Trails Master Plan	Short-Term	City Staff Consultant
Future Infrastructure	Parks & Open Spaces (1)	Include a public engagement process to better understand the community's specific needs	Short-Term	
Future Infrastructure	Parks & Open Spaces (1)	Obtain an inventory of the length and conditions of existing trails in Santa Fe	Short-Term	
Future Infrastructure	Parks & Open Spaces (1)	Develop a list of prioritization projects for improvements to the public parks and trails	Short-Term	
Future Infrastructure	Parks & Open Spaces (1)	Ongoing data collection of the userbase and behavioral patterns of the existing parks	Ongoing	
Future Infrastructure	Parks & Open Spaces (2)	Identify potential City park locations	Short-Term	City Staff Consultant

Main Objective	Topic (Recommendation #)	Action Item	Timeline	Key Players
Future Infrastructure	Parks & Open Spaces (2)	Continue coordinating with the County to gain ownership of Runge Park	Ongoing	Galveston County
Future Infrastructure	Parks & Open Spaces (2)	Set aside specific parcels of land in strategic locations to ensure that it will only be developed for green space and recreation	Short-Term	Planning & Zoning Commission
Future Infrastructure	Parks & Open Spaces (2)	Preserve the area between the railroad and Highway 6 as a linear park	Ongoing	Gulf, Colorado & Santa Fe Railway Company
Future Infrastructure	Parks & Open Spaces (2)	Include at least 2 pieces of playground equipment in proposed parks	Ongoing	
Future Infrastructure	Parks & Open Spaces (2)	Design a park for the Berringer-Tully Field site	Short-Term	Consultant
Future Infrastructure	Parks & Open Spaces (3)	Start a city board that can identify funding and future projects	Short-Term	City Staff
Future Infrastructure	Parks & Open Spaces (3)	Develop a taskforce of 10-15 members that includes a combination of residents, community stakeholder groups, and municipal staff	Short-Term	
Future Infrastructure	Parks & Open Spaces (3)	Identify projects from the Parks and Trail Master Plan to prioritize and apply for grants for which the projects are eligible	Mid-Term	
Future Infrastructure	Parks & Open Spaces (3)	Locate parcels of interest for designated parks	Short-Term	